

**LEADERSHIP STYLES AND ORGANIZATIONAL
PERFORMANCE: LEADING IN THE 21ST CENTURY**

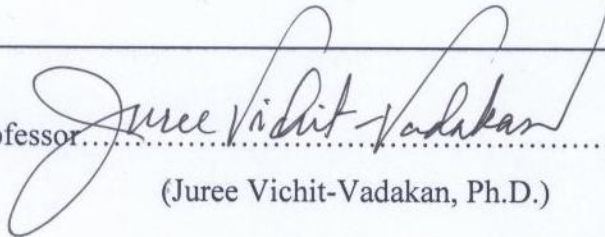
Sandeep Khanijou

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration
2016**

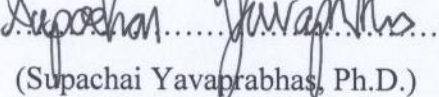
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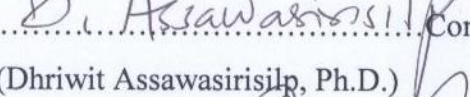
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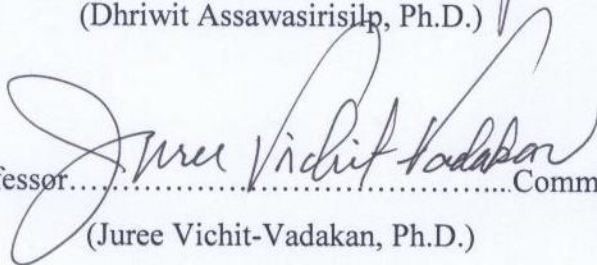
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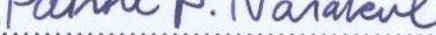
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June 2017

ABSTRACT

Title of Dissertation	Leadership Styles and Organizational Performance: Leading in the 21 st Century
Author	Mr.Sandeep Khanijou
Degree	Doctor of Philosophy (Development Administration)
Year	2016

The study of various leadership styles exhibited by the organizational leaders and the impacts it has on the overall organizational performance of the organizations has been the subject of various studies with important implications for organizations in both the private and the public sector.

This qualitative research places leadership styles of the organizational leaders at the centre of the research framework without neglecting other variables that are common in the organizational diagnostic models, especially the ones that directly or indirectly affect the organizational performance such as the variables of organizational culture, organizational employees, technological innovations and information system, as well as the organizational structure.

Seven core leadership theories and twelve dimensions of leadership styles are explored and thoroughly discussed in order to provide a strong background pertaining to understanding the variables and assumptions that affect leadership practices and styles. With the employment of the phenomenology study tradition of the qualitative research design in this research there is the added incentive, likelihood, and plausibility that this study can present readers with fresh insights, richness, and meaning of the lived experiences of the organizational leaders and the subordinates.

Data were collected through in-depth interviews. A total of 17 informants were interviewed across 7 organizations. The participants comprised of 7 organizational leaders and 10 employees. It was noted through the findings that there was a high preference for the participative and democratic style of leadership, and both the

transactional and the transformational leadership traits were exhibited by the organizational leaders. Additionally, the findings pertaining to the element of organizational performance was also highlighted. It was noted that organizational leaders assessed and evaluated the performance of the organization based on several key indicators and measures such as the financial performance, the market performance, the indicators related to the employees' wellbeing and satisfaction, the image of the organization, and the learning and growth of the organization's processes. Significantly, this study provides an in-depth understanding of leadership styles and behavior in Thai organizations that facilitates the understanding of the preferred leadership styles in the Thai organizational context. Moreover, owing to the fact that some ethnic Indian Thais organizational leaders were included in this research, important insights into their leadership styles were also highlighted thereby providing a fresh understanding into the influence of ethnicity on leadership styles of organizational leaders.

Furthermore this research links the role of public policy on organizational performance and facilitates the understanding of the role that government public policies have on the performance of organizations as well as understanding how the organizational leaders can cope with various government policies in order to ensure smooth operation and effective performance of their organization.

ACKNOWLEDGEMENTS

To achieve something special in life, one needs to be surrounded and supported by wonderful people, those who make an extraordinary difference in your life and leave a lasting positive impact on it. I owe my heartfelt gratitude to so many people: you know who you are and how much you mean to me. Thank you for helping me in the pursuit of education and the completion of this dissertation and for being a beautiful part of my life.

This dissertation would never have been completed without the valuable insights and advice from my dissertation advisor Associate Professor Juree Vichit Vadakan (Ph.D.). I had the privilege to enroll in the doctoral courses she taught that provided me with the foundation for this research. Professor Juree always found the time in her busy schedule to support my work even though she was genuinely tight scheduled in various work engagements as well as serving the country as a member of the National Reform Council. She continues to inspire us all with her hard-work and dedication. I would like to express my deepest gratitude to her and will always be indebted to her for her continuous guidance. I would like to thank Professor Supachai Yavaprabhas (Ph.D.), the dissertation committee chairperson as well as Assistant Professor Dhriwit Assawasirisilp (Ph.D.), member of the dissertation committee for their time and support. I would also like to express my heartfelt gratitude to Professor Sombat Thamrongthanyawong (Ph.D.) for his support and encouragement. I would also like to thank all the staff members of the Graduate School of Public Administration, National Institute of Development Administration (NIDA) for their assistance and support.

I would like to thank my fellow lecturers and faculty members at Assumption University for their support and guidance. I am grateful to my department chairperson Dr. Ing Wei Huang for giving me the opportunity to teach at Assumption University because without the opportunity to teach I would never have decided to pursue my doctoral degree.

I would like to thank few of my special friends for everything they have done for me. Vuthinand Singhrakthai, a true friend for over 20 years deserves a lot of credit for instilling in me the winning mentality and the desire to succeed in life. He changed my mind set about education. He gave me the confidence to pursue my dreams and to focus on my studies since the undergraduate program at Assumption University. He transformed an average student in school into an honor student in college. I thank him for inspiring and motivating me since 1997. I would like to express my deepest gratitude to Rasleen Kukreja for her encouragement, support, and for everything she did for me. Thank you for pushing me to dream big dreams and for motivating and inspiring me to succeed in life. I would like to thank all my teachers who taught me at Wynberg Allen School, Assumption University, Chulalongkorn University and of course the National Institute of Development Administration. Thank you for the knowledge you shared with me.

Finally I would like to thank the most important people, my parents and my brother Saajan Khanijou. Special thanks to my Mother, the rock of my life. Thank you for instilling in me the belief that “education is the ticket to prosperity.” Thank you for listening to my dreams and most importantly for believing in them and being the most important part of this extraordinary journey. Without you I would never have come this far. Thank you. I love you.

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CHAPTER 1

INTRODUCTION

The study of various leadership theories and styles and the focus upon the subsequent far reaching impacts they have on organizational performance have been the subject of extensive debate of valued importance in the fields of organizational management science and development, with important implications for both the private and public sector.

Considering the importance of effective, high caliber, quality leadership in ensuring the high performance, sustainability, profitability, and growth of organizations, this research aims at studying this intriguing field of study and intends to ensure that through its findings, it will provide profound insight, meaning, and essence regarding the relationship between the leadership styles of organizational leaders and organizational performance in the context of the twenty-first century.

Significantly, even though this research places leadership styles at the centre of the research framework, it by no measure neglects other variables that are common in organizational diagnostic models, especially those that directly or indirectly affect organizational performance, such as the variables of organizational culture, organizational employees, technological innovations and information systems, as well as the organizational structure. Moreover, bearing in mind the importance of public policies and the impact that they have on the operation and performance of organizations, the role of the public sector and the policies that it implements are also considered in order to make this research more comprehensive.

Significantly, various other variables that may affect organizational performance have also been addressed in this research without losing sight of the variable of leadership styles, which is the central tenet of this research. Therefore, even though this study focuses specifically on the leadership styles of organizational leaders, it thoroughly examines other variables that mediate the linkage between the leadership styles of organizational leaders and the performance of the organization as

well, since there is no doubt that the leadership dimension is one of the most striking variables that impact the performance of the organization (Weiner & Mahoney, 1981).

Given the importance of organizational leadership, the underlying context of leading in the twenty-first century will also be covered in this dissertation. This is highly significant, especially when the research encompasses, incorporates, and attempts to put into perspective all of the major developments, transformations, and changes in the organizational environment, both internal and external, that may affect the leadership styles of organizational leaders.

Owing to the fact that there is no doubt concerning the notion that the dynamics of leadership have inadvertently been affected by the social, demographic, technological, and cultural transformation that has swept through organizations across the globe, this dissertation attempts to highlight and contextualize the essence of leadership styles and how they affect organizational performance in the context of the twenty-first century by looking in detail at the various factors that impact the leadership styles of organizational leaders.

Moreover, bearing in mind that organizational performance is one important aspect of this research; extensive investigation has been made related to its scope and measurement. It is important to note that organizational performance is not limited to just the financial aspects of performance but also covers non-financial aspects, which will be discussed in later parts of this dissertation.

Finally, owing to the fact that this dissertation is of a qualitative research design, some significant themes and key variables will emerge as the research progresses, thus making this research highly comprehensive and emergent in nature. The first chapter of the dissertation will provide readers with a concise and clear introduction into the area of study.

1.1 Background

Leadership has been cited as one core variable believed to be independently linked to organizational performance (Rowe, Cannella, Rankin & Gorman, 2005). When one considers the realm of leadership and management in an organization, it can be noted that effective leadership in an organization is essential in order to

facilitate management, development, and a sustained competitive advantage that contributes to the overall improvement in organizational performance (Avolio, 1999; Lado, Boyd & Wright, 1992; Rowe, 2001). Given that various important researches have asserted the link between leadership styles and organizational performance, it calls for the need to identify and analyze how different leadership styles affect and impact the performance of the organization (see Bycio, Hackett & Allen, 1995; Howell & Avolio, 1993).

Considering the relationship between leaders and subordinates, it is evident that the style of leadership that the leader exhibits acts as an impetus in either positively or negatively affecting the commitment of individuals in the organization (Obiwuru, Okwu, Akpa & Nwankere, 2011). This commitment on the part of the individuals employed in the organization goes a long way in impacting the performance of the organization since leadership styles affect the work performance of employees, which in turn impacts the overall performance of the organization.

Thus it is highly important for leaders in the organization to find the ideal leadership style that suits the organizational culture as well as the organizational structure prevalent in the organization since different leadership styles in different settings and contexts can have both a positive and a negative correlation with organizational performance. Thus, this notion of leaders and managers having to discover and identify their ideal leadership style has been heavily emphasized by Glantz (2002).

Additionally, the leadership style that is adopted by leaders in the organization plays an important role in bringing out the best in employees and steering the organization towards achieving the prescribed organizational goals and inadvertently boosting the performance of the organization (Jing & Avery, 2008). Hence, the significance of leadership styles and the impact they have on the overall organizational performance cannot be underestimated and needs to be analyzed and studied in depth in order to understand the dynamics of organizational development and management, particularly when the variable of organizational leadership styles is taken into consideration.

A close examination into the field of leadership and organizational performance brings into the forefront a wealth of research and studies that have been conducted in order to identify the ideal leadership style that can enhance and improve

the overall performance of the organization. One important study conducted on the relationship between leadership styles and organizational performance by Ogbonna and Harris (2000), resulted in findings that reveal important insights into the effect of leadership styles on organizational performance. Basically, at one end of the spectrum leaders exhibited a participatory leadership style, a style in which the leader allows subordinates and employees to contribute and provide inputs into the decision-making process. Further along the spectrum, leaders exhibited a supportive leadership style whereby the leader tends to be more supportive and considerate towards subordinates, while on the other extreme end of the spectrum, leaders exhibited an instrumental leadership style by exhibiting traits of a transactional leader by clearly specifying expectations, procedures, and task allocation to the employees and subordinates.

Recently, as research into the area of leadership styles gained momentum, a more recent set of new leadership styles was derived from the work on the Leadership Style Inventory (LSI) developed by Rowe, Reardon, and Bennis (1995). The work highlighted the fact that differences in leadership styles arise from how leaders approach and adapt to issues facing the organization. Nonetheless, it can be summarized that different leadership styles under different contexts would have a correlation with the performance of the organization, whether favorably or otherwise.

Essentially, all leadership styles have their roots in the broad spectrum of relevant leadership theories, such as transactional, transformational, path goal, situational, contingency, trait, and leader-member exchange. In this dissertation various leadership theories and styles will be incorporated into understanding the relationship between leadership styles and organizational performance and how the context of the twenty-first century impacts the relevance, applicability, and significance of various leadership theories and styles.

Moreover, despite the generally-accepted view among scholars that leadership style impacts organizational performance, there has been limited research that has specifically addressed the relationship between leadership behavior and organizational performance (Jing & Avery, 2008). The fact that there have been only a limited number of researches that have comprehensively explored the relationship between leadership styles and organizational performance gives rise to the notion that there are still a lot of interesting unanswered questions that need to be studied and researched;

in other words, there clearly exists a gap in knowledge that needs to be explored and investigated.

Moreover, research in the field of leadership tends to be quantitative in design and nature, and therefore the fact that this dissertation is of a qualitative research design gives the research area a breath of fresh air. Moreover, with the employment of the phenomenology study tradition of qualitative design in this research there is the added incentive, likelihood, and plausibility that this dissertation can present readers with fresh insights, and the richness, essence, and meaning of the lived experiences of organizational leaders and subordinates. Furthermore, the generally-accepted notion that effective leadership styles are essential in order for an organization to be able to perform well and to be sustainably successful lies under tight scrutiny and faces a big question mark; thus this dissertation will attempt to thoroughly examine the leadership styles of organizational leaders and gauge their effectiveness and role in leading the organization towards success, taking into account the insights and viewpoints from the perspectives of both organizational leaders and employees.

Moreover, this dissertation seeks to identify various other variables that may facilitate or hinder the leadership styles of organizational leaders and ultimately the performance of the organization. Thus basically, this dissertation is an extension of the belief, conviction, and doubts among various scholars that have debated the role and effectiveness of leadership styles and behaviors and the effect that they have on organizational performance (Avery, 2004; House & Aditya, 1997). This notion corresponds to the finding of House and Aditya (1997), which posits that the effects of leadership on organizational performance have not been well studied mainly because leadership studies focus heavily on the superior-subordinate relationship and excludes other roles and functions of leadership, as well as other key organizational and environmental variables that mediate the link between leadership styles and organizational performance. Therefore, it is critical to point out here that this dissertation will not fall into this serious trap in the sense that other variables will also be examined deeply in order to avoid limiting the study to just the realm of leader and subordinate dynamics.

The twenty-first century or basically the underlying context of this dissertation acts as a central hallmark and guided the research conducted in this dissertation.

Considering the fact that with the advent of new dynamics in the organizational environment, particularly with regards to changes in the societal values (Fineman, 1997; Higgs & Rowland, 2001), changes in investors' focus (Collingwood, 2001), and challenges in implementing organizational change to adapt and respond to the volatile and dynamic organizational environment, both internal and external (Higgs & Rowland, 2001), the need for leaders that can effectively handle and manage these challenges and effectively lead an organization has become more of a necessity rather than a requirement.

In order to put into perspective the vitality of the role that the context of the twenty-first century has in leading an organization, it is important to “unpack” its key elements. For instance, with regards to the notion of changes in social values it can be noted that it has become vital for organizational leaders to be able to effectively engage employees in order to secure effective commitment (Higgs & Rowland, 2001). It is important for organizations to have committed and dedicated employees within their ranks in order to boost the overall performance of the organization since undoubtedly employees are the people that carry out the strategic vision and plans of the organizational leadership.

Besides taking into consideration the context of effectively engaging employees, the role that the changes in investor focus have on organizational leaders also affects the role of leadership in the twenty-first century. This can be illustrated by the fact that the ability and success of the organizational leader is no longer indicated by just how well he or she can increase shareholders' value, but has expanded to encompass other areas that are of importance to investors, such as the depth and quality of leadership (Higgs, 2003).

Additionally, leadership roles in the twenty-first century have become more challenging owing to the fact that organizations are operating in more complex and volatile environments, thus making it necessary for organizations to adapt and change to meet the challenges and demands of those environments. According to Higgs (2003), it is important to identify leadership behaviors that will be able to effectively implement change and sustained change capability in the organization. The unprecedented developments and transformation in the global economy and the external environment of organizations have accelerated the need for organizations to

come up with more effective, efficient, and innovative ways to respond and adapt to new technological, demographic, and marketplace realities that are much more challenging than ever before.

Besides the now routinely-accepted normal day-to-day globalization forces, the rapid rate of technological development and innovations has presented organizations and organizational leaders with fresh challenges at a frequency that obligates organizations to be able to have leaders that have the skills to generate, utilize, and maintain social capital. This is in line with the emphases of McCallum and O'Connell (2009) which explicitly state that organizations today face a volatile and virtual environment that can be effectively and efficiently dealt with only if organizations are equipped with highly-skilled leaders.

Thus the backdrop of this dissertation, which sets out to explore the link between leadership styles and organizational performance within the twenty-first century context, harbors no doubt that despite all the other prevalent variables that either positively facilitates the effectiveness of leadership style, leadership roles still have an important say in impacting organizational performance. This is in line with the findings of Miles and Mangold (2002), according to which effective leadership, especially at the strategic level, enhances the performance of organizations.

It is highly necessary to point out that the leadership style of the organizational leader is vital to both the public and private organizations. According to Ogbonna and Harris (2000), leaders in both public and private sector have the potential to affect organizational culture through important roles such as coaching and role modeling. Furthermore, Colley (2001) highlighted the fact that the organizational leader's values and beliefs form the key values of the organization they spearhead, be it the case of the private or public organization. Significantly, it is important to point out that even though this dissertation focuses on leadership styles in private organizations, it has strong application and relevance for the field of public administration since most best practices of leadership in the private sector are adapted in order to be implemented in the public sector with the objective to make public organizations more effective and efficient in their operation. This is in line with findings from researches conducted by various scholars that highlight the fact that public sector leadership roles have not been explored independently of private sector roles (Wyse & Vilkinas, 2004).

Significantly, it is very common for private sector research and models to be studied, adopted, and linked to the public sector with little or no modification for the public sector organizational context, despite the fact that differences between the public and private sector are acknowledged (Colley, 2001). Thus it is evident and valid to propagate that the research findings related to the leadership styles and the dimension of organizational performance in the private sector can be extended to the field of public administration and applied to public organizations. One example is the highly-important role that innovation plays in the private sector in terms of competitiveness. Leaders in the private sector adopt innovation and technological development in order to enhance the performance of their organization. This mindset regarding the adoption of innovation can also be noted in the public sector as well since it can improve the quality of service delivery as well as reduce costs (Setnikar Cankar & Petkovsek, 2013).

It is vital to point out that in understanding the link between leadership styles and organizational performance, the dimension of organization performance needs to be clearly highlighted. Measuring organizational performance has never been an easy, straight-forward task, but is rather a complicated and dynamic, yet a necessary one. According to Scherbaum et al. (2006), measuring organizational performance has been a persistent source of debate and critique.

In chapter two, a comprehensive review with regards to the dimension of organizational performance in both the private and public sector is provided. Basically, organizational performance can be described as the ability of an enterprise to achieve objectives such as high profit, quality products, a large market share, good financial results, and survival at a predetermined time using strategies for action (Koontz & Donnell, 1993). The above words are more suited to the private sector while organizations in the public sector would focus more on how they accomplished their mission, how they serve and create value for their stakeholders and service receivers, how they focus on organizational learning, and how they enhance their operating efficiency (Kaplan & Norton, 2001a, b).

Thus when one considers the dimension of organizational performance, it is important to consider various significant measures across a broad range of classifications. This signals the notion that one needs to consider the financial and non

financial aspect of the operation, the corporate economic performance of the organization, the accounting returns that are directly linked to stock market performance growth, as well as the economic outcomes resulting from the forces of the internal and external environment.

It is beneficial to note that organizational performance comprises both the financial and the non-financial aspects of performance. According to Hubbard (2009), measuring organizational performance requires a hypothetical sustainable balanced scorecard and an organizational sustainable performance index that encompass all of the important dimensions of organizational performance that seek to measure a wide array of performance, including financial, customer/market share, internal process, learning/development, social initiative, and environmental dimensions. These indexes and indicators can be adapted to suit organizations in both the private and public sector (Kaplan & Norton, 2001a, b).

Moreover, organizations in the twenty-first century need to constantly measure and report their performances and thus are inadvertently encouraged to have leaders with exemplary skills and styles that can help boost their performances. Significantly, according to Hubbard (2009), organizations are already under significant pressure to measure and report their social, environmental, and economic performance and soon will need to focus on the sustainable performance of their organizations as well.

With regards to the fit between the organizational leader's style and the organizational settings, it is important to point out that the need to evaluate the effectiveness of leadership styles in order to configure the style that compliments the context and setting of the organization is profoundly significant and vital for the organization. This is in accordance with the proposition posited by Ogbonna and Harris (2000) in which the scholars examined the role of organizational culture in detail.

Nevertheless, according to Weiner and Mahoney (1981), among a wide range of external and internal variables that significantly contribute to and impact organizational performance, such as organizational structure, organizational culture, strategy, employees, innovation/design, IT and technological designs, suppliers, competition, business environment, clients, and a host of other variables, leadership is the most striking and significant variable.

Despite the significance of the variable of leadership in affecting organizational performance, it is important to posit as well how other variables affect performance. Research conducted by Kotter and Heskett (1992) highlighted the fact that the relationship between organizational culture and organizational performance is forceful and strongly associated owing to the fact that management practices of leaders interact with the values and beliefs of individuals in the organization and affect the operation and performance of the organization. Similarly, organizational structure affects the coordination, operation, and activities of the organization. This can be noted by the extent of centralization, empowerment, delegation, and control in the organization that affects the overall performance of employees and the organization. The variable of employees also affects performance since motivated, inspired, and focused employees ensure high performance of the individual as well as the organization. Additionally, innovation and technological development can boost the performance of the organization since it can help to increase the market share and financial performance of the organization (Deshpande, Farley & Webster, 1997).

Thus the significant nature of the relationship between leadership styles and organizational performance cannot be underestimated and calls for thorough investigation and research, especially by involving other variables that mediate and affect the leadership styles of organizational leaders and the subsequent impact on the performance of the organization.

1.2 Statement of the Problem

As discussed above, although there has been a vast amount of research aimed at linking leadership styles with organizational performance, the limited or inconclusive nature of the research findings in this area suggests the need to investigate and explore further, thereby providing an opportunity for researchers to examine deep into the topic. The fact that there has been limited research that has specifically addressed the relationship between leadership behavior and organizational performance simply provides the opportunity for further study and research to be conducted in the area (Jing & Avery, 2008). Moreover, studying the role of leadership styles and organizational performance in the context of the twenty-first century as

well as allowing for the mediating impacts of other variables by incorporating unprecedented transformations and developments in the organizational environment would provide profound insight into the link between leadership styles and the performance of organizations within a prescribed context.

Consequently, bearing in mind the existing gap in knowledge and the inconclusive nature of prior research, this dissertation attempts to answer various questions pertaining to the relationship between the leadership styles of Thai organizational leaders and organizational performance. As mentioned earlier according to House and Aditya (1997), the effects of leadership on organizational performance has not been well studied mainly because prior leadership studies did not take into consideration various other variables in the organizational environment. Furthermore, Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance, concluded that despite a hypothesized leadership-performance relationship suggested by some researchers, the current findings are inconclusive and difficult to interpret. Therefore this dissertation intends to fill in the knowledge gap and provide the missing links in understanding the relationship between leadership styles and organizational performance in the context of the twenty-first century and in doing so provide a meaningful contribution to the field of study.

1.3 Research Questions

This dissertation intends to answer various interesting unanswered questions related to the relationship between leadership styles and organizational performance in the context of the 21st century. Thus the study will link important variables in the study, such as the variable of leadership style and the variable of organizational performance, as well as examine other key independent variables that directly or indirectly affect the performance of the organization. The following five research questions will guide and facilitate the study towards its objectives.

- 1) What are the different types of leadership styles prevalent in organizations?
- 2) How leadership style impacts organizational performance?

3) Besides leadership styles, what are the other key determinants of organizational performance?

4) How do other determinants of organizational performance influence and mediate the leadership styles of organizational leaders?

5) How have the social, cultural, economic, technological, and demographic developments and transformations of the 21st century affected the leadership styles of leaders in the organization?

1.4 Scope and Limitations

This dissertation will incorporate all of the related leadership theories in order to provide insights into the wide range of dynamics affecting leadership styles. Moreover, the dissertation will link the various types of leadership styles with other variables that affect organizational performance in order to analyze and understand how they impact the overall performance of the organization. Noting the importance of the context and settings while conducting research, the organizational environment in the twenty-first century will be embedded into the research in order to be able to understand the developments, transformations, and changes in the social, demographic, cultural, technological, and economic dimensions of the organizational environment and how they impact leadership styles and ultimately organizational performance. Additionally, other key variables that affect organizational performance will also be covered. Furthermore, the important dimensions of organizational performance will be covered in this study in order to clearly put into perspectives the categories of organizational performance measures and how leaders play a role in enhancing and boosting performance.

Basically, the area of study will focus on the role, behavior, and style of leadership and its impact on organizational performance in the context of the twenty-first century. The study will cover medium and large organizations in Thailand and will not focus on small organizations since organizational and leadership theories may not be very practical or applicable for small organizations. Keeping in mind that the study was conducted in Thailand and was limited to organizations in Thailand, there may be some conflicting viewpoints concerning the extent to which the organizational

environment in Thailand can be generalized to other countries. However, as a whole the results of the study can be generalized to other countries and contexts owing to the similarities in the numerous other variables that will be used in the study.

1.5 Definition of Key Terms

Throughout the dissertation the following terms are used on a regular basis and therefore demand a clear contextual and operational definition in order to enhance the understanding of the dissertation and the implications attached to it.

1.5.1 Leadership

Leadership can be defined as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives” (Yukl, 2006). Owing to the fact that this definition by Gary Yukl suggests important components that are crucial to understanding the role of leaders in today’s organization, its use in the dissertation will provide a clear picture of what a leader engages in and how his or her actions affect the overall performance of the organization by helping realize the shared objectives of the organization.

1.5.2 Leadership Styles

Leadership style can be defined as the range of diverse and broad characteristics, behaviors, and traits that a leader exhibits when interacting with others in various occasions, settings, and contexts. Primarily, when leaders engage in interaction with their subordinates and followers they exhibit a range and combination of leadership traits, skills, and behaviors that can be collectively described as leadership style (Lussier & Achua, 2004).

1.5.3 Organizational Performance

In this dissertation the term organizational performance will be described along the way based on various authors and literature. Nonetheless, the main theme and operational definition lie in the notion that is based on the definition by Richard et al. (2009), which defines organizational performance as encompassing three specific

areas of firm outcomes: financial performance, product market performance, and shareholder return. However, as the study progresses some other elements will also be incorporated into the definition such as the element of environmental performance and social performance.

1.6 Significance of the Study

The dissertation will provide a theoretical contribution to the study of the relationship between leadership styles and organizational performance by providing the missing links in understanding the relationship between the two. The inclusion of the context of the transformations and developments in the twenty-first century will add value and insights to the field of study by shedding light on how the changes in the organizational environments impact leadership styles and organizational performance as a whole. Moreover, the dissertation will also contribute to the area of understanding organizational performance by highlighting the innovative and diverse dimensions by which organizational performance can be explored and how much of it depends on the leadership style of the leader.

Moreover, the qualitative nature of the research methodology used in this dissertation will provide a fresh and rich perspective on understanding leadership styles and their impact on organizational performance, since normally leadership studies tend to be quantitative in nature. The qualitative approach to understanding leadership styles will provide the reader with the meaning, not the frequency, of a phenomenon by studying it in its social context (Van Maanen, 1983). Besides the theoretical contributions that the dissertation will make, it will also provide practical insights and knowledge to leaders and practitioners in organizations with regards to the dynamics of leadership style and how it affects employees and organizational performance as a whole. Furthermore, it will also contribute to the field of development administration and public administration in the sense that it will shed light as to how public policies affect and impact the performance of private organizations and how private organizations can respond to the policies and regulations implemented by the public sector in order to ensure collaboration to boost mutual benefit. Moreover, the best leadership practices and trends that are successful

in the private sector can also be applied to the leadership practices in public organizations.

1.7 Organization of the Dissertation

The layout of the dissertation will be divided into five chapters. In the first chapter the background of the topic and the area of study are provided. The dynamics of leadership, the existing literature, as well as the main themes of the existing research related to the topic of the study are presented. Moreover, the statement of the problem and the existence of the gaps in knowledge that can be further investigated are highlighted. Mention of the research question as well as the variables guiding the study, the scope and limitations of the study, the significance of the study, as well as the definitions of key terms used in the dissertation is provided. The theoretical contribution that this dissertation seeks to make is also highlighted in the first chapter. The second chapter will cover a comprehensive literature review of all of the key concepts, theories, and fundamentals related to the field of leadership theories and styles and their link to organizational performance. Mention has also been made of various other variables of organizational diagnostic models that determine the performance of the organization in order to make this dissertation more comprehensive in nature. Basically, the link between leadership styles and organizational performance is highlighted. Significantly, the scope and measurements of organizational performance are also discussed. The third chapter will focus on the qualitative-based research methodology and design used in this dissertation by discussing the traditions of qualitative research and exploring in detail the phenomenological study method that has been employed in this dissertation. The data collection and data analysis procedures are also discussed in detail in order to point out the importance of the thematic analysis method that has been employed in this dissertation. The reliability and validity dimension as well as the ethical concerns are also laid out in the chapter. Subsequently, the research findings and results will be discussed in chapter four of the dissertation. Finally the conclusions of the dissertation will be presented in chapter five, where the important themes and findings of the study as well as recommendations, theoretical contributions, and groundwork for future research will be highlighted.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Basically, good leaders act as a beacon of hope for the hopeless, as a mountain of faith for the doubtful, and as pillars of strength for the weak. Given the significance of leadership studies and the contribution they have had on understanding organizational dynamics, this chapter provides a detailed review of the leadership literature in order to facilitate the understanding of leadership theories and styles and how they affect organizational performance.

First an overview of basic leadership definitions and concepts are provided in order to provide readers with a fundamental grasp of the dynamics of leadership. Subsequently, seven core leadership theories are thoroughly discussed in order to provide a sound and strong background and foundation pertaining to understanding the variables and assumptions that affect leadership practices and styles. Furthermore, based on the theoretical background discussed, twelve dimensions of leadership styles are explored in order to provide the reader with a clear and in-depth understanding of the different styles of leadership that organizational leaders tend to exhibit and how they can be linked to the performance of the organization.

Moreover, the significance and benefits of conducting qualitative-based research in the field of leadership are highlighted. Additionally, given that the research was conducted in Thailand, a part of the chapter is dedicated to discussing the elements of earlier-conducted leadership studies in Thailand. Finally, towards the end of the chapter a discussion pertaining to organizational performance is carried out in order to highlight the scope and dimensions of this significant tenet. Significantly, various other key variables besides leadership that affect organizational performance are also examined in order to make this research more comprehensive and conceptually sound in nature. Furthermore, the dynamics and elements of

organizational variables are highlighted and explored and linked to leadership styles in order to provide a clear and insightful understanding of their ultimate impact on organizational performance. Thus this chapter attempts to provide a clear and detailed description, critique, and analysis of leadership studies, particularly the notion of leadership styles and their underlying importance to organizations, particularly regarding the variable of organizational performance. Finally, the last part of the chapter summarizes the key themes of the literature review discussed in this chapter.

2.2 Leadership, Leaders, and Leadership Styles

According to various scholars, leadership is one of the most discussed and debated topics in the social sciences (Avolio, Sosik, Jung, & Berson, 2003; Bass, 1990; Bennis, 2007). This notion may be based upon the overwhelming human curiosity that defines the quest to gain insight into how and why whenever a set of individuals interact with one another, sooner or later, knowingly or unknowingly, willingly or unwillingly, one individual always stands out as the one that has the power, ability, and capability to influence other individuals. Basically, leadership plays a role in all spheres of life and it is only a matter of time before one is exposed to the dynamics of leadership. For instance, right from one's childhood while enrolled in school up to college years and eventually while advancing one's career in an organization, we either have to lead or have to follow, depending on the situation, environment, and context we are faced with. Though it is not plausible to come up with one universally accepted definition of leadership owing to different perspective, settings, and notions, most researchers agree upon the fundamental perception that so-called leaders have the ability to influence members within the organization (Yukl, 1989; Bohn & Graffon, 2002). Basically, it can be noted that leadership involves the process of empowering and encouraging through influencing other members in the organization to strive towards the designated goals and objectives of the organization. Furthermore, once a comprehensive and detailed review of relevant leadership literature is conducted, it is not surprising to note that leadership is a highly complex and multifaceted issue (Barker, 2001; Kozel, 2009; Prieto, 2009; Stebbins, 2010; Stewart, 2006; Sugrue, 1998). This can be explained by the fact that leadership faces

many situational and contingency constraints that make it a highly complex endeavor that requires leaders to be able to effectively deal with multi dimensional problems and obstacles both within the organization and outside it. In this dissertation, for instance, it can be said that despite the fact that leadership styles have a huge impact on the performance of the organization, other variables still need to be considered in order to gauge the effectiveness of organizational leaders, given the notion that other organizational variables are likely to mediate the effect that leadership styles have on organizational performance.

It is important to point out that leaders exhibit a range of behavior and leadership patterns that can be collectively referred to as the leadership styles of the leader. The leadership style of one leader may not be the same as another leader due to various factors, such as the context and setting of the organization in which the leader operates as well as the personal traits and attributes of the leader. In this study, the main focus is on the leadership style of leaders and how their style affects organizational performance. Therefore, the main focus is not on leadership or the leader *per se*, but is more focused on the leadership style and behavior that the leader or the leadership in the organization exhibits. Essentially, it is important to bear in mind throughout this dissertation that the central phenomenon is the leadership styles of organizational leaders and the experience and essence of how their leadership styles affect the performance of the organization without ignoring the possible mediating effects that other organizational variables may have. This concept will be the main highlight. Significantly, the fact that this dissertation attempts to integrate other variables that affect organizational performance with the leadership styles of organizational leaders in order to examine how other determinants of the organizational diagnostic model facilitate or mitigate the effect of leadership styles on organizational performance makes this dissertation highly credible in its own right. It is interesting to note that throughout this research, interesting revelations, themes, and the lived experiences of the leaders will be highlighted and put into perspective in order to project how different types of leadership styles blend with organizational dynamics and ultimately impact the way in which the organization performs.

2.3 Rationale for Studying Leadership - Organizational Performance

Basically, it is evident that in today's highly dynamic and competitive organizational environment, there are numerous variables and factors based on various contingencies, situations, and circumstances that, affect the overall effectiveness, efficiency, and ultimately the overall performance of the organization. There is no doubt about that. However this research, just like all other researches aimed at studying the impact of leadership on organizational performance, focuses on how leadership styles affect organizational performance. There is an accepted notion that leadership affects organizational performance and therefore it is vital to get an in-depth understanding of how and why organizational leaders have the ability, the power, the skills, and the knowledge that can dictate the affairs of the organization and ultimately act as the "captain of the ship" in leading the organization towards sustainable profitability and success. As mentioned earlier, leadership has been cited as one core variable believed to be independently linked to organizational performance (Rowe et al., 2005). Moreover, a study conducted by Weiner and Mahoney (1981) propagated a wide range of external and internal variables that significantly contributes to and impacts organizational performance, such as organizational structure, culture, strategy, employees, innovation/design, IT and technological designs, suppliers, competition, business environment, clients, and a host of other variables. However, despite the prevalence of all the other variables, leadership was identified as the most striking and significant variable. Thus this research studies the impact of leadership styles and organizational performance and this relationship between the two desired variables is justified by countless past and recent studies that highlight the sound and highly significant relationship between them (Rowe et al., 2005; Jing & Avery, 2008; Avolio, 1999; Lado et al., 1992; Rowe, 2001; Miles & Mangold, 2002; Bycio et al., 1995; Howell & Avolio, 1993).

According to Pfeffer (1998), a vast array of management practices and programs implemented and acted out in organizations by organizational leaders contributes to improving the bottom line and employee satisfaction. Now this notion is highly significant and valid since if employees feel that their leader is a capable and highly effective leader, they tend to work harder and contribute more towards the

performance of their unit and the organization as a whole. Moreover, leaders often come up with strategies and plans that help lead organizations towards expansion and diversification, thus enhancing the market share and customer base, facilitating the adoption and implementation of technological innovations, guiding organizations through challenges and obstacles, as well as providing coaching and mentoring that contribute overall to higher employee and organizational performance in both financial and non financial aspects. Furthermore, in this dissertation the perspectives of both organizational leaders as well as employees will be considered in order to provide an in-depth insight into the relationship between leadership styles and organizational performance. Moreover, another significant and highly contributive research conducted by DeGroot et al. (2005) indicated the positive relationship between leaders with high ratings in their transformational aspects of leadership and the organizational performance. Similarly Geyer and Steyrer (1998) in their research concluded a positive relationship between transformational leadership and organizational performance owing to the fact that the leader's ability to create a more inspired, committed, and cohesive workforce led to higher performance of employees and ultimately the organization. Therefore the rationale for this study is concrete and valid in nature and allows for a further thorough investigation into the topic of study.

2.4 Theoretical Background of Leadership Theories

In this section an in-depth literature review and analysis of seven popular leadership theories are conducted with the intent to provide readers with a clear and concise grasp of leadership dynamics that governs and provides the fundamental basis for the notion of various leadership styles prevalent in the organization.

2.4.1 Transformational Leadership Theory

Historically, the origins of transformational leadership theory can be traced back to the works of Max Weber after World War II, in which he highlighted and discussed the concepts and dynamics of charismatic leadership. However, the core concepts of transformational leadership theory only managed to gain widespread prominence many decades later with the work of J.M.Burns.

In 1978, Burns conceptualized and developed a conception of leadership in which he placed transformational leadership theory on one end of the spectrum and transactional leadership theory on the other. Burns (1978) did not use the term transformational leadership but instead used the term transforming leadership to refer to leaders that manage to identify and perceive the prevalent needs and aspirations of followers and based on that identification assist them in realizing their needs. Nevertheless, the work of Burns (1978) did not specifically apply to business organizations and it was only with the works of Bass (1985) many years later that transformational leadership theory was integrated into the study of leadership in the context of business organizations. Burn's (1978) theory focused more on the social leadership sphere while Bass's (1985) theory focused on organizations and how the theory could be incorporated to study the attainment and achievement of organizational objectives (Yukl, 2010). Significantly, an in-depth analysis of transformational leadership theory and styles is essential despite not being the only framework for explaining leadership behaviors, because transformational leaders are deemed to be highly effective at achieving organizational goals and outperform other styles of leadership (Yammarino, Spangler, & Bass, 1993). Various studies have indicated that the extent to which transformational leaders are effective in their role depends on various contextual factors such as the culture of the organization (Bass, 1999; Jung & Avolio, 1999). For example, bearing in mind that in this research, as the purpose is to study leadership roles in Thailand, the cultural context that encompasses organizations in Thailand would definitely to a large extent affect the effectiveness of transformational leaders. Thus having noted that the leadership styles of organizational leaders may be mediated by other organizational contextual factors, this dissertation has incorporated other organizational variables into the study in order to be able to establish a sound judgment and understanding of the impact that leadership styles can have on the performance of the employees and ultimately the performance of the organization. Significantly, in order to have an idea about the roles, functions, and dynamics of a transformational leader it is vital to understand the key characteristics of such a leader. Basically transformational leaders are characterized by their ability to inspire and empower their followers and subordinates (Emery & Barker, 2007; Bass & Avolio, 1990). Moreover, transformational leaders give special attention to

the needs, desires, feelings, and aspirations of their followers, thus ultimately creating a more productive and committed workforce that can enhance the overall performance of the organization.

Significantly, transformational leaders work around various important dimensions of the organization and engage them effectively and efficiently in order to ensure that the overall performance of the organization is enhanced. First, the leaders provide an organizational environment that is based on mutual trust and respect. Secondly, leaders focus on creating a clear sense of organizational purpose that helps drive the followers towards a common goal. Finally, leaders appeal to the psychological needs of the followers in order to win their hearts and minds by taking into consideration their desire to be treated as an important part of the organization. Various researches conducted by scholars point out that the ability of the transformational leader to win the hearts and minds of their follower goes a long way in alleviating individual performances that ultimately enhance the overall performance of the organization (Bowman, 2005; Gialamas & Pelonis, 2009). There is no doubt that in today's highly dynamic organizational environment, the role of coaching and mentoring employees is highly essential in creating a productive workforce. This is one leadership sphere where one can overtly appreciate the contribution of transformational leaders since a transformational leader is deeply concerned with helping and assisting employees reach their potential by providing coaching that shapes the employees' performance in line with the vision and goals of the organization. Thus the link between the organizational leader's attributes and ideology with those of the employees is essentially significant and tends to have an impact on the performance of the individual and the organization.

Notably, understanding the underlying factors that help explain the dynamics of the theory of transformational leadership is highly essential in order to be able to grasp the main themes and functioning of the theory. Research conducted by Sellgren, Ekvall, and Tomson (2007) and Webb (2007) identified four main factors that help clearly and concisely explain transformational leadership theory. The four broad factors that help shed light on the transformational leadership theory were identified as inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. Notably, studying the literature in detail brings into the

forefront further classification of the second factor of idealized influence. A study conducted by Avolio and Bass (1995) subdivided idealized influence into idealized influence behavior and idealized attributes. The significance of these factors cannot be underestimated since these factors can be utilized to calculate, assess, and measure the transformational leadership scores of leaders within the organization. Owing to the importance of the above-mentioned factors, a careful analysis of their dynamics is essential.

2.4.1.1 Inspirational Motivation

The first factor, “inspirational motivation” can be characterized by followers that are enthusiastic about their mission, purpose, and goals because they are provided with meaningful and challenging work. Basically, when workers and subordinates are genuinely interested and attracted to their tasks, they tend to perform productively. Moreover, the positive energy uplifts the team spirits and this can ultimately create a synergy effect that contributes favorably to organizational performance (refer to Bass & Riggio, 2006). Bearing in mind the importance of inspiring leaders, it is imperative that they be highly sought after in today’s highly competitive and dynamic organizational environment. Moreover, their ability to coach, mentor, and ultimately motivate followers underlines their positive transformational characteristics. Furthermore, transformational leaders have the ability to develop a munificent environment that helps bring out the best in their followers. This facilitating role of the inspirational transformational leader was highlighted by a study by Thomas and Volckmann (2011), which noted that transformational leaders are assumed to have the capability to enhance the motivation of followers or at least to have provided the environment in which these positive responses are possible.

2.4.1.2 Idealized Influence

Second, the factor “idealized influence” is characterized in the literature as admiration for and trust in the leader (Gregory-Mina, 2009; Holtz & Harold, 2008). Basically, when followers in the unit, team, and organization admire and trust the leader, their commitment and dedication towards task is positively enhanced. Leaders exhibit traits and behaviors that instill within the followers a sense of pride and worth that favorably enhance their performance. Moreover, certain elements that the leader

exhibits such as transparency and authenticity can lead to a highly passionate and dedicated workforce that will contribute more to the overall success and performance of the organization (Gialamas & Pelonis, 2009). Furthermore, employees who come into contact with inspirational leaders begin to show attributes of personal and professional well-being and are more dedicated and committed to the organization. This is in line with various researches dedicated to the factor of “idealized influence” (refer to Barker, 2001; Webb, 2007).

2.4.1.3 Intellectual Stimulation

The third factor that facilitates the explanation of the theory of transformational theory of leadership is “intellectual stimulation”. Basically, intellectual stimulation can refer to the organizational environment, both internal and external, that a leader establishes that ultimately encourages followers in the organization to think outside the box and to question the fundamentals of the team’s action (McCallum & O’Connell, 2009, Prieto, 2009). This stimulation on the part of the followers in the organization results in enhanced creativity that stimulates the performance of the team since in today’s competitive organizational environment, the ability of the employees and the workforce to think ahead and differently from competitors can provide the organization with a competitive edge that ultimately enhances the overall performance of the organization. Furthermore, creative and innovative approaches to problem solving adds value to the organization (refer to Barker, 2001; Bass & Avolio, 1990). Thus the factor of “intellectual stimulation” allows followers to reach out towards uncharted waters and to explore novel territories that can provide new opportunities for improving the performance of the organization.

2.4.1.4 Individualized Consideration

The fourth factor that explains the theory of transformational leadership theory is “individualized consideration”. Here the main focus is based on the notion that showing respect and consideration to the individuals in the organization helps to create a positive and favorable internal environment. Basically, each individual in the organization has his or her personal aspiration, hopes, and dreams that need to be considered with respect and consideration (Bass & Avolio, 1990). Therefore, transformational leaders take the time to understand, coach, mentor, and inspire

followers in order to help them reach their optimal potential (McCallum & O'Connell, 2009). Normally, followers tend to perceive favorably leaders that tend to invest time in them and facilitate their development. Moreover leaders that exhibited the ability to openly appreciate followers are looked upon favorably (refer to Failla & Scticher, 2008).

Basically, based on the works of Bass and Avolio (1994), the key notions of transformational leadership can be summarized into four main themes. First, transformational leaders tend to stimulate and inspire interest among employees and followers that enables them to perceive and view their work and tasks from a fresh and more innovative perspective. This essentially allows them more room to sharpen their creativity and to ultimately contribute more in terms of innovative ideas and approaches to problem solving within the task and job context. Secondly, transformational leaders can help generate awareness of the mission and vision of the team as well as the overall organization. Generally, employees that are well informed and deeply embedded with the organization's values, mission, vision, and purpose tend to perform more effectively and efficiently and contribute positively towards enhancing the overall performance of the organization. Thirdly, leaders in the transformational paradigm tend to develop colleagues and followers to a higher level of performance by helping them enhance their professional ability and work potential. Lastly, leaders aim to motivate employees and followers to look beyond their own personal self-interest and to instead focus on interests that will benefit the teams and groups to which they belong, thereby ensuring that the overall interests of the organization are placed at the pinnacle.

2.4.2 Transactional Leadership Theory

Having gained insight into the underlying fundamentals of transformational leadership theory, it is essential to take a close look at the leadership theory at the other end of the continuum propagated by Burns (1978). Transactional leadership theory was first introduced by Burns (1978), but it was the work of Bass (1985) that put it under the spotlight. Initially, Burns (1978) observed that "leaders approach followers with an eye to exchange one thing for another: jobs for votes, or subsidies for campaign contributions." Moreover, transactional leadership can be viewed as an

exchange of services between the leader and follower (Bass & Avolio, 1990). Bearing in mind the twentieth century organizational context characterized by employees giving extra importance to the financial incentives and rewards attached to their jobs and career, Bass and Riggio (2006) noted that transactional business leaders tend to offer rewards for productivity or tend to deny and hold back rewards for lack of productivity on the part of the employees and subordinates. Thus it is evident that where financial and monetary incentives are utilized in order to enhance, motivate, and foster the performance of employees, the glimmers of transaction leadership fundamentals are in play.

Basically, transactional leadership focuses on three main cornerstones: contingent rewards, passive management by exception, and active management by exception. Normally it is understood that under normal circumstances, workers and employees perform their task effectively because they expect some rewards and perks in return. Therefore, it is essential for the transactional leader to incorporate the element of contingent rewards into the work process in order to ensure effective performance on the part of the employees that will positively affect the performance of the organization. Furthermore, leaders also have the choice to either actively engage in monitoring and controlling the performance of the employees, or to passively sit back and monitor their performance and only step in once errors and mistakes are spotted. Thus it can be noted that in the case of management by exception, there are two approaches that leaders can take: either a proactive one or a reactive one. Leaders that actively engage with their employees and subordinates are more proactive in their orientation, while leaders that come into the picture once a problem or an error occur are more reactive oriented. Nonetheless, leaders' actions are counterproductive for the employees' morale and performance, especially in cases where errors and faults are identified and the corresponding disciplinary actions are taken out on the subordinates by the leaders. This notion of leaders having a role in negatively affecting the productivity of employees due to the use of disciplinary actions relates to another interesting study conducted by Bass and Avolio (1997). Thus rewards and punishments as a result of employees' performance are part of transactional leadership theory and this perception is in line with various studies conducted in the field of leadership that perceive transactional leadership as being

essentially based upon the notion that good behaviors are rewarded while inappropriate behaviors are punished (Laohavichien, Fredendall, & Cantrell, 2009). Profoundly significant is the fact that transactional leadership helps organizations achieve their objectives more efficiently owing to the notion that it tends to link the subordinates' job performance to valued rewards and by ensuring that employees are equipped with all of the necessary resources essential for conducting the job (Zhu, Chew, & Spangler, 2005). Another important dimension in understanding the role that transactional leaders play in an organization is to look at the cultural context that is prevalent in the organization. This is especially relevant to this research since according to Bass and Avolio (1994), transactional leadership occurs when the leader rewards or disciplines the follower depending on the adequacy of the followers. Nevertheless, it is evident from an extensive review of the literature that transactional leadership theory has a profound impact on leadership styles owing to the fact that it manages to identify and create a linkage based on the relationship between employees' performance and the leader's rewards and disciplinary system. Thus it provides subordinates with a clear set of expectations regarding their performance and puts into perspective their consequential performance appraisal and rewards.

2.4.3 Path-Goal Theory

In order to clearly understand the fundamentals of the path-goal theory formulated by House (1971), it is essential to bear in mind that leaders have the ability to influence and affect the performance of the employees, the job satisfaction level that employees have towards their jobs, and also the motivation levels of groups in the organization. This ability that leaders have in impacting the above-mentioned dimensions stems from the fact that leaders have the authority and power to offer corresponding rewards for achieving performance goals, have the ability to clarify the path that employees and followers need to take in order to achieve the performance goals, and finally foster the performance of subordinates by assisting them in removing the stumbling blocks that they may encounter on their path towards realizing the performance goals.

House (1971) stated that motivation was the core element in ensuring that the performance of subordinates was enhanced since "the motivational function of the

leader consists of increasing personal payoffs to subordinates for work-goal attainment and making the path to these payoffs easier to travel by clarifying it, reducing roadblocks and pitfalls, and increasing the opportunities for personal satisfaction en route” (House, 1971).

Significantly, the path goal theory proposed by House (1971) is closely related and can be easily blended into the study of leadership styles. According to the work by House and Mitchell (1974), a leader can implement four broad leadership behaviors in order to facilitate the performance and path to the goal of the employees. First, the leader can enact directive leadership behavior by providing specific instructions and advice given to the subordinates, both individuals and groups. Moreover, the rules and regulations coupled with the required standards and norms of the work processes are laid out. For instance, the leader can set up clear expectations and procedures that subordinates need to achieve and follow. Second, the leader can assume a supportive leadership behavior whereby the sentiments and feelings of the group and followers are considered. This can be seen as a means of the leader winning the hearts and minds of the followers by intending to be perceived by the followers as a compassionate and empathetic leader. The third behavior that the leader may show is participative leadership behavior where decisions and important issues are discussed and consulted within the group and the relevant information is openly shared. This behavior enhances the communication between the leader and the follower, thereby creating a more open two-way communication channel. Lastly, the leader can exhibit achievement oriented leadership behavior by setting up challenging goals and showing trust and confidence in the group in order to encourage high performance. Basically, the four leadership behaviors discussed in the study by House and Mitchell (1974) acts as the independent variable in the path goal theory.

In order to get a better understanding of the realms of path goal theory and how it affects individual and organizational performance, one can engage the previously-discussed four leadership behaviors in the analysis. Basically, the “directive style is appropriate with newly-hired or inexperienced subordinates and in situations that require immediate action” (Negron, 2008). This notion of the benefit of directive leadership behavior can be explained with sound reason, particularly in instances where the task at hand is ambiguous and vague. A directive leader can assist

the group and subordinates in carrying out ambiguous task by providing them with clear instructions and advice, and though it may be perceived as authoritarian and aggressive in nature, it positively ensures that the ambiguous task will be carried out effectively. In the case of the supportive leadership behavior, its “suitability is enhanced in situations where subordinates show a lack of confidence in their ability to complete a task” (Negron, 2008). The supportive leadership behavior helps subordinates gain confidence owing to the fact that their feelings and emotions are held in high regard by the leader. In the case of participative leadership behavior, “its appropriateness is exemplified in circumstances where subordinates exhibit a lack of judgment or when procedures have not been followed” (Negron, 2008). Bearing in mind the fact that participative leadership behavior provides the opportunity for subordinates and groups to have a stake in the decision-making process, the burden of making critical decisions individually is reduced, thus enhancing the contributions and inputs that a subordinate makes towards the decision. Lastly, the analysis of leadership behavior underlined in the path goal theory focuses on achievement-oriented leadership behavior. Negron (2008) highlighted that the achievement-oriented style is suited for unclear tasks and for subordinates that may need a morale booster in order to increase their confidence and ultimately their ability to accomplish the prescribed performance goal. This is underlined by the fact that achievement-oriented leadership behavior “sets out challenging goals, expects subordinates to perform at their highest level, continuously seek improvement in performance and shows a high degree of confidence that the subordinates will assume responsibility, put forth effort and accomplish challenging goals” (House & Mitchell, 1974). Nevertheless, the significance of all four leadership behaviors is further underlined by the notion that path goal theory assumes that “leaders are flexible and can adjust their style and behavior to meet the challenge of the situation” (Negron, 2008).

Having discussed the independent variable of the path goal theory, it is essential to put into perspective the consequential relationship it has with the dependent variables of the theory as well. Basically based on the works of House (1971), House and Dessler (1974), and House and Mitchell (1974), various dependent variables have been identified and linked with the independent variable of leadership behavior in the path goal theory. Essentially the dependent variables in the path goal

theory (House, 1971) are in the form of higher levels of motivation and efforts on the part of the subordinates, improved employee job satisfaction, and a higher work performance level. Therefore it is evident that the leadership behavior or in other words the independent variable in the path goal theory is linked to the dependent variables owing to the fact that leadership behavior impacts the followers by instilling in them the confidence that helps them approach their jobs with a positive attitude that they can achieve their work outcome. Moreover, the leaders provide them with a clarified path towards the reward for performance. Additionally, by setting high goals leaders enhance the performance of subordinates by encouraging them to perform more productively and to achieve the goals and attain the rewards that come along with it. Besides the independent and dependent variables prevalent in the theory, contingency factors in the form of environmental and subordinates characteristics also play a role in the theory (House, 1971). Environmental contingency factors include the task structure, the work groups, and the authority system prevalent in the organization. In order to understand the environmental contingency factors, or in other words the characteristics of the work environment, one can view it as the task structure and team dynamics that are outside the control of the employees. For instance, if team cohesiveness and unity is low, supportive leadership behavior is needed, or for that matter in cases where the team is performance oriented achievement-oriented leadership behavior is ideal. As for the subordinates' or followers' characteristics, factors such as the ability level of the employees, the experience of the subordinates, and the locus of control were included. For example if employees have high ability, achievement-oriented leadership behavior is appropriate, while if it is noted that employees have low ability, then a supportive leadership style should be enacted to help coach and advise the employees.

It can be noted that path goal theory “is about how leaders motivate subordinate to accomplish designated goals” (Northouse, 2010). Therefore it can be stated that the primary objective of the path goal theory is to enhance the understanding of the relationship between the leader's styles and behavior and the satisfaction, motivation, and performance of the subordinates whilst bearing in mind the characteristics of the workers as well as the working environment they are facing.

2.4.4 Hersey- Blanchard's Situational Leadership Theory

Basically leaders need to adjust their leadership styles in order to be able to bring out the best in their employees and subordinates. This adaptability on the part of the leader is essential for the leaders to be successful in their roles, especially bearing in mind the dynamic nature of today's organizational environment and the complexities involved with leading a workforce in the twenty-first century. The Hersey- Blanchard's situational model (Hersey & Blanchard, 1977), states that successful leaders do adjust their styles based on a key fundamental issue in the nature of the "followers' maturity" that is exhibited in their readiness to perform in a given situation or condition. Furthermore, in order to understand the notion of readiness on the part of employees, it can be viewed based on two dimensions: the followers' ability and the followers' confidence. Additionally, the theory perceives leaders as being flexible in their emphasis on task and relationship behaviors and demeanors, particularly in instances where they need to deal with varying levels of followers' maturity (Hersey, 1984). Generally, a high level of maturity allows the followers and subordinates to carry out their tasks with a high level of confidence and ability while a lower level of maturity has a negative effect on the confidence and ability of the subordinates.

According to the theory, four levels of maturity are distinguished based on the spectrum of immaturity and maturity. Basically, in order to understand the dynamics of the theory, one needs to focus on the maturity level of the subordinates and how it impacts the behavior of the leader. For example, if a subordinate is perceived as being of a low maturity level, the leader should use task-oriented behavior aimed at directing and clarifying the roles, standards, and processes of the work with the subordinates. Consequently, as the level of maturity increases on the part of the subordinates, the level of task-oriented and directive behavior can be substituted with a more relations-oriented behavior on the part of the leader. Thus it can be stated that for subordinates with a high level of maturity, the leader should implement a low level of both task-oriented and relations-oriented behavior since the subordinate has the confidence and the ability to carry out his or her tasks without much monitoring, control, direction, or support. To put the relationship between the maturity level of the subordinates and the appropriate leadership behavior into perspective, four main leadership styles can be noted (Hersey & Blanchard, 1977).

A delegating style allows the group to take responsibility for the task decisions owing to the fact that followers are able, willing, and confident to carry out their task. A participative style focuses on sharing ideas and information in the decision-making process and is most suited in situations where subordinates are able but lack the confidence to make critical decisions and carry out the task. Basically, a participative leadership style is a low task-oriented style and is more inclined towards the relation-oriented style. The third style is the selling style, which is presented as a style where the leader explains the task directions in a supportive and persuasive manner. This type of style can be seen in a high task-oriented and high relations-oriented style that is most suited for situations where subordinates are unable but willing and confident to perform their tasks. Lastly, the telling style is one in which the leader give specific instructions to the subordinates and also engages in active monitoring of their performance, thus creating a high task and low relationship style of leadership. The telling style is prevalent in situations where subordinates are unwilling and unable to carry out the task independently and also lack confidence.

Notably, leaders have the power to influence the maturity levels of subordinates by engaging them in “developmental interventions”, such as delegating greater responsibility to the subordinates and providing support to help them accomplish goals (Hersey & Blanchard, 1977). Thus it is evident and in line with the proposition of Hersey and Blanchard (1977) that different subordinates need to be treated differently based on different situations and circumstances. Importantly, the theory underlines the importance of training, coaching, and mentoring for the organization’s workforce since it proposes the notion that a leader should seek out opportunities and ways to enhance the skills and capabilities of the subordinates in order to enhance their effectiveness and productivity. The importance of leaders providing continuous attention to their subordinates through training and developmental efforts has also been highlighted by Yukl (2006).

2.4.5 Fiedler’s Contingency Theory

Matching the situation that a leader faces with the appropriate leadership style is the underlying notion of Fiedler’s contingency theory. Fiedler (1967) developed a conceptual framework to measure the effectiveness of leaders using a competency

instrument to assess the leader's score based on two types of leadership style: one in which the leader is motivated by the accomplishment of the task or in other words primarily a task-oriented leader, and the other in which the leader emphasizes developing interpersonal skills, or in other words a relationship-oriented leader.

In order to be able to evaluate and assess the task or relationship orientation of the leader, the least preferred coworker (LPC) trait measurement scale is used to gauge the most difficult follower. Analyzing the ratings of the LPC, one can determine whether a leader is task oriented or relationship oriented. For example, if an individual rates his or her least preferred coworker harshly, he or she is deemed a task-oriented leader; however, individuals that rate their least preferred coworker relatively leniently and pleasantly are considered to be relationship-oriented leaders. Despite its relevance to understanding leadership dynamics, a critique of the contingency theory lies in the fact that it cannot explain how a leader's LPC scores affect group performance (Ashour, 1973).

Nevertheless, significant to the understanding of contingency leadership theory are the dynamics of the degree to which the situation provides the leader with influence over group members. Fiedler (1967) examined three main components that determined the extent to which the situation affected the leader's influence over the group members. First is the relationship between the leader and group members. Normally, if leaders have a good relationship with their group members they will be well accepted and able to exert influence over the group. Second, the task structure prevalent in the organization affects the degree to which the leader influences the group members in the sense that when the task structure is well defined the leader can exert more influence on the group. Finally, the authority or power attached to the position of the leader affects the level of influence that the leader has on the group in the context that group members perceive leaders as those that hand out rewards and punishments, and therefore the more power the leader is perceived to have the more influence the leader can exert on the group dynamics. Thus leaders that excel in one situation may fail in another based on the level of influence they can exert; this is in line with studies conducted by Yukl (1981) and Northouse (1997). Therefore, the best way to achieve the desired results is to match the leader's style to a given situation (Fiedler, Chemers & Mahar, 1976).

2.4.6 Trait Theory

The trait-based perspective of leadership has a long but checkered history and its documentation can be traced to the mid nineteenth century with Galton's Hereditary Genius (Zaccaro, 2007). Galton's work postulated the notion that leadership is a trait visible in innately gifted people that have the ability and capability to alter the course of events with their leadership qualities. In the twentieth century, attempts were made to study and determine the leadership traits that contributed to successful leadership. Basically, the period witnessed important studies that focused on determining the specific traits that clearly differentiated leaders from followers (Bass, 1990; Jago, 1982).

Recently the trait approach has seen resurgence and has garnered high interest from researchers, particularly with respect to the dimensions of charismatic and visionary leadership (Bass, 1990; Zaccaro, 2007). The qualities of charismatic and visionary leaders around the world such as the United States' first African-American president Barack Obama, the late Venezuelan president Hugo Chavez, and former South African president Nelson Mandela has brought to the forefront the importance of charisma and vision in a leader. A study conducted by Stogdill (1974) highlighted ten important traits that were positively associated with effective leadership. First, the leader has a drive for responsibility and task completion in the sense that he or she is willing to take responsibility and ensures that all efforts and resources are engaged in order to complete the task. For example, individuals that are willing to shoulder higher responsibilities are more likely to be appointed as a leader of a team or a unit in the organization. Second, individuals that exhibit vigor and persistence in the pursuit of goals make good leaders. This notion can be exemplified by the fact that individuals that are committed to achieving organizational goals despite roadblocks and obstacles are more likely to make good leaders than individuals that tend to give up or abandon their pursuit when dealing with obstacles. Third, individuals that are risk takers and creative make good leaders, especially bearing in mind their ability to deal with problems in a more healthy and positive manner. Fourth, individuals that are willing to take initiative in social situations are more likely to be perceived by their peers and colleagues as a leader. Fifth, the dimension of self-confidence and personal identity cannot be discounted since individuals that are able to radiate confidence are

perceived as leaders by their colleagues and are more likely to be handed out greater responsibilities and role. Moreover, confidence is contagious and leaders with confidence can inspire and motivate subordinates to perform better as well. Sixth, individuals that are willing to accept the consequences of their decisions and actions exhibit desirable leadership traits. Seventh, the readiness to absorb and deal with interpersonal and organizational stress indicates that the individual has the ability to lead and deal with people in the unit and the organization. Eighth, the willingness to tolerate frustration and delay with patience is another important characteristic of an effective leader. Ninth, the ability to influence other people's behavior can be highlighted as the core trait of a leader since a leader has to be able to impact the hearts and minds of the followers in order to encourage them or discourage them to perform or not perform a particular action. Finally, an individual that has the capacity to structure social interaction systems to the purpose at hand is widely viewed to exhibit the desired leadership trait that ultimately enhances the effectiveness of the subordinates and the performance of the organization as a whole. These traits highlighted by Stogdill (1974) can be linked to another study conducted by Kirkpatrick and Locke (1991) in the sense that the traits identified them, such as a high drive, motivation, integrity, confidence, cognitive ability, and task knowledge could easily be used to broadly summarize the characteristics highlighted by Stogdill. Thus it is evident that leaders exhibit a set of traits and characteristics that separate them from non-leaders. Notably, the positive implications of the analysis and findings based on the study conducted by Kirkpatrick and Locke (1991) lie in the notion that individuals can learn and acquire these leadership traits if they are not born with them.

Bearing in mind the context of the research, focusing on leadership styles in the twenty-first century, the major traits that leaders exhibit in their transactions and dealings with subordinates can be traced to the more recent and applicable works of Zaccaro, Kemp, and Bader (2004). The traits identified in leaders active in today's dynamic and competitive organization environment include the high cognitive abilities of the leader, especially those related to intelligence and astuteness. Effective leaders tend to be extroverted and open in their relationship with organizational members and stakeholders, thus exhibiting traits of social intelligence and emotional stability. Deeply vital and unconsciously ingrained into the dynamics and demeanor

of an effective leader are the traits of high self-confidence, drive, and motivation that ensure effective and efficient leadership. Basically, by analyzing the traits and characteristics of leaders one can sum them up based on the five broad dimensions of intelligence, self-confidence, determination, integrity, and sociability (Northouse, 2010).

Conclusively, one has to bear in mind the fact that the environment and the situation in which the leader operates also have a say regarding the effectiveness of the leader. This leads to one core criticism of the trait theory: that it is too simple and naïve. This is in line with a study conducted by Stogdill (1948). Thus an effective leader in one situation or organization may totally fail in another organization setting owing to a different set of situational and environmental variables. However the impact that leadership traits have on the performance of the organization cannot be discounted and should be analyzed within the contexts of the situation and the environment facing the organization in which the leader is active. This is in line with the notion that some “leadership traits have more distal influence on leadership processes and performance, whereas others have more immediate effects that are integrated with and influenced by situational parameters” (Zaccaro, 2007). Notably, it is also important to understand that individuals that exhibit leadership traits discussed in trait theories of leadership are not assured of success or effectiveness in leading their followers and organizations. For instance a self-confident leader may be reluctant to adapt to situational and environmental changes due to extreme confidence in him/herself and this may adversely affect his or her leadership effectiveness. This example corresponds to the emphasis of Hoy and Miskel (1991), in which they indicated that importance should be given to the leader’s effectiveness rather than the leader’s traits based on the assumption that becoming a leader and becoming an effective leader are two different things. Nevertheless, the trait theory has important ramifications for the study of leadership owing to the fact that it has extensive research to back up its conceptual soundness and assertions (Northouse, 2010).

2.4.7 Leader-Member Exchange Theory

Primarily, the leader member exchange leadership theory is of a relational nature. Basically, leaders tend to develop and build high quality relationships with

only a handful of direct subordinates and these relationships are characterized by positive attributes such as mutual respect and trust. On the other hand, low quality level relationships between the leader and a large number of subordinates exhibit a low degree of mutual respect and trust (Dansereau, Graen, & Haga, 1975). So basically, it can be noted that owing to the differences in the quality of relationships between the leader and the follower there exist two types of groups of employees: in-groups (high degree of trust and respect) and out-groups (low level of trust and respect).

In order to have a conceptual grasp of leader–member exchange theory, one can imagine first- time contact between the leader and the members of the group that is based upon agreed terms and conditions, in which the leader provides members with what they need and in turn the members perform their tasks and jobs as per the agreement. Gradually, as the interpersonal relationships and social exchanges between the leader and subordinates increase, personal information is also shared besides the necessary information pertaining to the job and tasks at hand. Finally, slowly and steadily over time and based on increasing exchanges between the leader and the subordinates, a munificent atmosphere of trust, mutual respect, support, and loyalty takes shape. Thus the evolution of the degree of trust and respect between the leader and the subordinates is defined by the nature of the relationship between the two. This imagery scenario is in line with a study by Graen and Uhl-Bien (1995) in which a “life cycle model” was posited with the following stages: stranger, acquaintance, and mature partnership signifying the degree of trust and mutual respect exhibited in the relationship between the leader and subordinates.

In order to understand the development of high quality leader member exchange, certain variables and factors need to be taken into consideration. For instance if a leader is a women while the subordinates are made up of males and females, it is most likely that the leader will develop a closer relationship with the female subordinates. Furthermore, a Thai leader in an organization would likely develop closer relationships based upon trust and respect with a Thai subordinate rather than a foreign subordinate working in a Thai organization. Thus variables such as gender (Duchon, Green, & Taber, 1986) and attitudes (Dose, 1999) play a role in determining the quality of the leader-member exchange. Moreover, the communication

that takes place between leaders and subordinates also play a role in the quality of the exchange between them (Northouse, 2010). This is evident from the language, frequency of communication, and overall nature of two way communication between leaders and subordinates.

Basically, the leader-member exchange can be viewed positively owing to the fact that it makes the concept of the dyadic relationship between the leader and the member the centerpiece of the leadership process (Northouse, 2010). Nevertheless it does not propagate fairness or equality owing to the fact that the leader may develop closeness with some individuals while maintaining distance from others, thus possibly resulting in a negative impact on the performance of the sidelined followers. Therefore, it runs counter to the basic human value of fairness (Northouse, 2010).

2.5 Overview of Leadership Styles

Primarily, when leaders engage in interaction with their subordinates and followers they exhibit a range and combination of leadership traits, skills, and behaviors that can be collectively described as leadership style (Lussier & Achua, 2004). Profoundly significant is the fact that an individual's leadership style has an important bearing on how effectively an organization reaches its objectives, thus making it critical to analyze and understand in depth the various leadership styles that prevail across organizations. Notably, the highly dynamic nature of today's organizational environment has profoundly affected the way in which leaders interact with their followers. It can be stated that the dynamic organizational environment poses complex challenges to the organization and has inevitably resulted in the need for a more adaptive and flexible behavior on the part of organizational leaders (Bass, Avolio, Jung & Berson, 2003). Basically, the leadership styles that leaders exhibit tend to fall on a continuum, ranging from transactional-based dynamics to the transformational aspects of leadership. Nevertheless, it is important to point out that a leader is most likely to exhibit a leadership style that aligns with his or her personal values, beliefs, and attitudes (Lester, 1975). In this dissertation the main focus is on examining how leadership styles affect organizational performance, thus making it essential to outline the different styles that leaders exhibit and how they interact with other organizational variables and ultimately affect the performance of the organization.

2.5.1 Autocratic Leadership Style

Primarily, leaders that are perceived as being strict, commanding, directive, and highly engaged in the use of their positional power to influence the behaviors and actions of their subordinates are perceived to exhibit an autocratic style of leadership (Daft, 2005; Jogulu & Wood, 2006). Basically, an autocratic leader enjoys dominating and controlling subordinates, particularly with regards to core operational aspects of the task such as the realm of decision making, task-related actions, and work processes. Though this leadership style can lead to a controlled and disciplined workforce that is governed by a clear set of instructions and directive that may facilitate the accomplishment of tasks and goals, it nonetheless faces the problem of inhibited creativity and innovation on the part of the subordinates since the leaders comprehensively controls the decision-making process. Furthermore, a close look at the leadership style of an autocratic leader reveals that autocratic leaders are in total control of the policies, activities, and goals of the organization (Lester, 1975), thus making it very demanding for subordinates to perform their task in accordance with the leader's expectation since their punishments and rewards are solely based on the discretion of the leader based on the clearly-defined rules and regulations. Studies conducted by Jayasingam, Jantan and Ansari (2007) postulate that owing to the rapid globalization and development in diverse fields related to the dynamics of the leader–follower relationship, subordinates and employees nowadays are highly reluctant to accept and acknowledge the autocratic leadership style that does not align with the current traits of subordinates, which exhibit an enhanced level of competency, knowledge, and independence. Basically, the autocratic leadership style negatively influences the perception of leader effectiveness (Jayasingam & Cheng, 2009).

Fundamentally, integrating the concept of autocratic leadership style with the leadership theories discussed earlier, it can be noted that the autocratic leadership style reveals key elements of the transactional leadership paradigm, such as the notion that leaders induce performance on the part of the subordinates by providing them with expectations of rewards as well as punitive measures in return for their performance.

2.5.2 Bureaucratic Leadership Style

Essentially, leaders that tend to adhere strictly to the rules, regulations, and policies that govern the organization are perceived as exhibiting a bureaucratic style of leadership. Subordinates and followers subjected to leaders implementing this highly strict notion of leadership are negatively affected, particularly in terms of their creativity and innovation. Another important dimension of the bureaucratic leadership style is its top-down nature and approach to leadership. The directives and instructions strictly flow from the top level management right down to the operational level of the organization. This notion aligns with a study conducted by Donnellon and Scully (1994) that posits that owing to the fact that instructions and directives are sent down without any contribution on the part of the followers, the level of creativity and innovation on the part of the employees is restrained.

2.5.3 Democratic Leadership Style / Participative Leadership Style

Fundamentally, the participative leadership style is non directive in nature and instead focuses on engaging and allowing employees and subordinates to influence decisions by integrating their inputs and contributions to the decision-making process (Ogbonna & Harris, 2000). Furthermore, leaders using this style of leadership encourage teamwork and participation among employees, thus enhancing the team cohesiveness that contributes positively to the performance and productivity. Moreover, the leader provides the organization's members with a clear understanding of the steps required to achieve the organization's goals (Lester, 1975). One important way to better understand the dynamics of the democratic leadership style is to specifically focus on the communication patterns prevalent within the organization. Leaders that tend to promote and establish open communication with effective members taking part in the decision-making process are perceived to portray a democratic style of leadership (Lester, 1975). For instance, if the leader is approachable by the subordinates and constant constructive exchanges of information and ideas exist between the two, certainly this would create a positive operational atmosphere that positively enhances the performance of the subordinates. Generally, when subordinates feel that they have a stake in the overall task performance, they show more interest in and commitment towards the cause. Fundamentally when

employees feel more important and significant in the eyes of the leaders, they are willing to take on more responsibilities and dedicate more towards improving the performance of the organization. Evidently, democratic or participative leadership is the most ideal and best suited for leaders that need to deal with subordinates that face obstacles since by empowering the subordinates the leaders undoubtedly motivate them to perform and overcome obstacles (Dubrin & Dalglish, 2003). Thus it can be noted here that the organizational structure variable that will be discussed later in some form or the other mediates the leadership styles of organizational leaders.

2.5.4 Laissez-Faire Leadership Style

In the realm of the laissez-faire leadership style, the leader comprehensively trusts in the ability of the employees to carry out their task effectively and efficiently. Moreover, employees are encouraged to share their ideas and viewpoints that may benefit the overall organizational performance. Nevertheless, it is important to bear in mind that for this type of leadership style to be effective and constructive for the overall effectiveness of the organization, subordinates need to be highly capable, experienced, and skilled in carrying out their tasks, since the context of employee empowerment that this type of leadership postulates is applicable and appropriate only with effective employees. Based on the notion that employees are highly experienced and skilled, the leader is required to provide only minimal guidance and can remain in the background and rarely needs to express his or her ideas, opinions, or work with the organizational members (Lester, 1975).

2.5.5 Likert's Leadership Styles

Fundamentally, Likert categorized leadership into four broad styles based on the leader's orientation with regards to the task and staff dimensions (Likert, 1967). Notably, the leadership style could be placed on a continuum model of leadership that was designed and developed by Tannenbaum and Schmidt in 1958 in order to gauge and determine the appropriate leadership style of the leader (Thompson, 2000). The first style described as the exploitative authoritative leader, who has a highly task-oriented nature, lies at one extreme of the continuum. Basically, the exploitative authoritative leader does not allow staff participation in the decision-making process,

nor does he or she allow subordinates or employees to question the rationale behind the decision that he or she makes. Additionally, exploitative authoritative leaders do not trust or believe in their subordinates' abilities and capabilities, thus making the notion of empowerment comprehensively out of the question. Furthermore, this type of leadership style can have an adverse effect on the morale and confidence of the employees owing to the fact that the leader is constantly on the look out to monitor the faults and mistakes of the employees rather than their positives. This notion of employees losing confidence and morale due to the actions of the exploitative leader aligns with various studies (Hersey & Blanchard, 1993; Goleman, Boyatziz & McKee, 2002). Second, on the continuum with an orientation towards the task is the benevolent authoritative leadership style. Basically, this type of leadership style is characterized by the notion that despite the leader being authoritarian in nature, a certain degree of flexibility is demonstrated in the dimension of staff participation. Significantly, though all the major and key decisions are carried out by the leader, certain minor decisions are made by the subordinates. Notably, key elements of the transactional model of leadership are visible in this leadership style owing to the continuous use of rewards and punishments on the part of the leader in order to motivate the performance of the subordinates. The third leadership style that is more inclined towards staff orientation is the consultative leadership style. Fundamentally, the consultative leadership style is characterized by leaders that tend to consult and discuss issues with their subordinates in order to garner subordinates' input. According to Avery (2004), if one puts into context the notion of transactional leadership theories, it can be noted that a transactional leader tends to adopt a consultative style of leadership in the decision-making process. Basically, leaders try to engage subordinates in discussions and consultation before coming up with a decision that affects the task and work dynamics. Finally, on the other end of the continuum exhibiting a high staff orientation nature is the participative leadership style, which is characterized by decision making by the staff without the leader's intervention.

2.5.6 The Leadership Style Inventory

Derived from the works of Rowe, Reardon, and Bennis (1995), the leadership style inventory (LSI) attempts to identify the differences in leadership styles implemented by leaders based on the notion of adaptability and communication. Putting into perspective the significance of the LSI, one needs to understand the importance of the adaptability and flexibility mechanism of today's organizational leaders. Bearing in mind rapid globalization and technological developments and advancements, accompanied with the increasingly dynamic nature of the organizational environment, effective leaders are basically leaders that know how to adapt to the issues and challenges facing the organization.

According to the LSI there are four basic styles of leadership that are prevalent in the organization. First is, the commanding leadership style, which is characterized by leaders that are particularly focused on achieving short-term performance objectives and have little interest the long-term goals of the organization. Nevertheless, bearing in mind the leader's high concentration on and commitment to achieving the short-term goals of the organization, these types of leaders tend to exhibit strong drives and the desire to succeed and tend to be highly productive and result oriented. Additionally, these types of leaders tend to have high self-confidence and tend to learn from their own successes and failures rather than from feedback from others (Rowe, Reardon, & Bennis, 1995). Simply put, the leader that exhibits the commanding leadership style is highly focused on achieving results and makes changes to the organizational process rapidly without careful assessment. Moreover, his or her main mode of persuading employees and followers is through direct command and instruction that may seem authoritative in nature.

The second leadership style postulated by the LSI model is the logical leadership style, which is characterized by leaders that focus on carefully analyzing and studying all possible alternatives and routes available for achieving the organization's goals. These types of leaders are not only focused on the short-term goals of the organization but give importance to the long-term goals as well. Basically, the logical style of leadership actively seeks out innovative ways to develop strategies to enhance performance and outcomes. Looking at this type of leadership style from the employees' perspective, it can be seen that employees tend to reason

and understand the logical leaders and perceive them favorably since these types of leaders tend to explain their ideologies and vision to the subordinates. Another important trait of the logical leader is the fact that since he or she tends to enjoy carefully analyzing all of the possible options that can enhance the performance and outcomes of the organization; his or her learning process is more based on careful study and assessment of the work process.

The third type of leadership style is the inspirational leadership style, which is highlighted by leaders that are able to illuminate the organization with meaningful and fruitful visions of the future by focusing on innovation. Moreover, the inspirational style of leadership is defined by leaders that are genuinely concerned about the unity and cohesiveness of the organizational members based upon the fundamentally common aspiration for the future. To sum up the key attributes of an inspirational leader, one can perceive this type of leader as an individual with a keen eye that is constantly seeking opportunities for the overall improvement of the organization. Furthermore, he or she attempts to persuade followers and subordinates by building trust, and once that essential trust is created, he or she engages in making changes in the organization radically. One important dimension of the inspirational leader is the manner in which he or she engages in learning and acquiring new knowledge. The inspirational leader essentially learns by questioning and attempts to identify the most appropriate and effective approach to achieving organizational goals.

Finally, the supportive leadership style makes up the fourth dimension of the LSI. Primarily, a leader that focuses on showing sympathy, amicability, and concern for subordinates is exhibiting a supporting leadership style (Ogbonna & Harris, 2000). These leaders tend to be genuinely concerned about creating and developing consensus in the organization and emphasize openness and tend to carry out the role of a facilitator rather than a commander or a director. Summing up the key dimensions of the supportive leader, one can note that these leaders are able to persuade followers by actively engaging and involving themselves in the work and task flow of the organization. Moreover, they tend to implement changes in the organization slowly and in a more considerate manner and are open to ideas and suggestions from the people around them.

Thus, it is important to point out that awareness of one's leadership style is critical in order to be an effective leader ((Rowe, Reardon, & Bennis, 1995). Essentially, the knack lies in the ability of the leader to know the nature of the leadership style that is best suited and appropriate for the employees and the organization members.

Basically having reviewed various leadership styles it can be concluded that leaders tend to exhibit leadership styles based either on transformational or transactional leadership theories and these styles range from being authoritarian to participative in terms of their style of leadership. Leaders that tend to be transformative in nature engage in motivating employees by appealing to their higher aspirations and performances by focusing on notions such as idealized attributes, idealized behavior, inspirational motivation, intellectual stimulation, and individual consideration, as discussed in detail earlier in the section on transformation leadership theories. On the other hand transactional leaders use a process of motivation that seeks to appeal to the self-interest of the subordinates by using rewards to compensate them for their performance. Basically, transactional leaders provide contingent rewards to employees in the sense that the leaders provide subordinates with assistance and rewards in exchange for their performance (Bass & Avolio, 1994). Moreover, transactional leaders use active management by exception in order to set out clear standards for subordinates to follow and penalize employees that fail to follow the specified standards. However, sometimes leaders use passive management by exception whereby the leaders do not provide clear and specific standards for the employees to follow and come into the frame only once some unfortunate incidents occur (Bass & Avolio, 1994).

2.6 Leadership Studies Using Qualitative Research

There is a fundamental belief that leadership styles play a highly significant role in the performance of the followers and the organization as a whole. Therefore, it is an asset to the organization to be able to gauge and identify the type of leadership style that is prevalent in the organization. Owing to the fact that this dissertation is a qualitative-research based dissertation, it is necessary to highlight the important contribution that qualitative research can make to leadership studies.

According to Conger and Toegel (2002), the tools of qualitative research can enhance the study of leadership in various ways of profound significance. First, qualitative research can help provide an insightful understanding of the dynamics of leadership, particularly with regards to the different types of leadership roles across various organizational levels. Basically qualitative research allows the researcher to identify and diagnose different elements of leadership based on the actual organizational setting and context. Secondly, bearing in mind the multifaceted nature of leadership, the use of qualitative research instead of the quantitative approach provides the added depth and richness that are not provided by questionnaires used in quantitative research. Essentially, all researchers and scholars need to accept the fact that the use of questionnaires cannot provide in-depth or detailed context-appropriate information. For instance, the notion of body language cannot be noted, observed, or highlighted by the use of questionnaires, thus limiting the validity of data collected from organizational leaders engaged in the survey. Leadership is an important social construct and the element of body language is highly essential in understanding the relationship between leaders and followers in the organization. Thus the use of qualitative research can bridge the gap that quantitative leadership research leaves behind. Thirdly, because as mentioned earlier, leadership is basically a social constructed role and is highly dynamic and multifaceted in nature, the use of a qualitative approach can help shed light on and provide an added dimension to the understanding of leadership roles in the organization.

A profoundly significant and encouraging fact for scholars conducting leadership studies with a qualitative-based approach in mind is the notion that various researchers point out and suggest the fundamental truth that one key method for bridging and closing the gap between leadership research and actual implementation and practice is to engage in the use of qualitative research methods to collect and gather information—information that enhances and contributes significantly to the field of leadership, particularly with regards to the knowledge of leadership processes (Bryman, 2004; Van Maanen, 1983; Conger & Toegel, 2002). Fundamentally, qualitative research is a highly flexible, adaptive, and effective tool that can easily be incorporated into the field of leadership studies. This is in line with the notion posited by Murphy and Ensher (2008), that qualitative research is a flexible tool that enables

researchers to “bridge the gap” between knowledge and practice in innovative and exciting ways that are useful for understanding and comprehending the dynamics of leadership. Certainly the use of qualitative research design in this dissertation allows for exploring and examining the perspectives of both organizational leaders and subordinates, thus enhancing the meaning of and insights into leadership styles and organizational performance relationships, which are themes of this dissertation.

2.7 Dimensions Affecting Leadership Styles in the 21st Century

One cannot underestimate the effect that the dynamic global forces of change and development in the twenty-first century have had on the leadership styles of organizational leaders. Basically, as organizations face a more complex and dynamic environment in which technological developments and innovations are becoming a norm, leaders need to be able to adapt to these changes in order to remain competitive and to ensure success for the organization (Dess & Picken, 2000). Moreover, the profound development and ever-evolving progress in government, business, demographic, social, economic, and technological spheres require and compel leaders to rely on the expertise and knowledge of many advisors (Hesselbein, 1996). Thus leaders of the twenty-first century need to be able to come up with leadership styles that focus on sustainable leadership (Jucan, Jucan & Rotariu 2013). Basically, leaders that are able to identify and recognize the dynamic and complex interconnectivity between individuals, businesses, markets, society, and the eco systems, with the aspiration that the organization will create prosperity and social value as well as long-term commercial success while protecting the environment, can be referred to as sustainable leaders.

Interestingly, the advent of social media or in other words the global media network, which has enhanced the connectivity between people across the globe, has provided various benefits to the organization, especially in terms of communication, collaboration, community, and intelligence opportunities (Jucan et al., 2013). Fundamentally, many tools available in the social media can be used to ensure cost-effective solutions for organizations as well as organizational leaders to facilitate the performance of the organization. Essentially organizational leaders need to understand

that one of the main goals of the organization is to enhance and increase customers' and stakeholders' satisfaction, and this can be achieved if organizational leaders make effective use of the social media (Nilsson, 2012).

Moreover, there is a host of other factors that directly or indirectly affect the leadership style of organizational leaders. First, the organization's customers and stakeholders have more choices and options to get what they need, thus making the organizational operating climate a highly competitive one. This notion of competitiveness requires organizational leaders to adopt leadership styles that are best suited in bringing out the best in their employees and subordinates in order to ensure that the organization can effectively and efficiently provide value and benefits to the organization's customers and stakeholders. Second, the demographic and generational shifts have resulted in changes in attitudes and beliefs, especially with regards to the younger-generation workforce. This notion of changing attitudes, values, and beliefs is highly important since leaders need to comprehend the fact that the incentives and perks that once used to inspire and motivate employees and subordinates may no longer be applicable to motivating some younger-generation employees. Therefore effective leaders in the twenty-first century need to be able to identify and highlight the incentive packages that are able to motivate the twenty-first century employees to perform effectively and contribute positively to the organization. Moreover, the generation Y employees or in other words employees younger than forty years of age are used to expressing and sharing their ideas and viewpoints online, and therefore organizational leaders need to be able to accept this change and challenge by encouraging discussions and employee engagements online in order to enhance organizational benefits. This is in line with the notion that today's employees are already highly connected (Hamilton, 2013). Third, the advancement in technology coupled with the highly significant role that the social media and the Internet have had on organizational dynamics inevitably affect the leadership dynamics of today's organizational leaders. Leaders need to be able to effectively understand the working of the social media in order to make the best use of it in order to enhance the overall performance of the organization. Fourth is the dimension of knowledge sharing and transfer in the twenty-first century, which is highly dynamic in nature and therefore organizational leaders need to be able to use the technological and digital platforms

available in order to effectively facilitate employees' interaction. The use of technological platforms such as social media to share information can help organization transfer knowledge quickly and inexpensively (Jucan et al., 2013). However, organizational leaders need to bear in mind the negative aspects of online knowledge sharing and transfer since there could be problems related to unequal access to knowledge as well as the case where too much information is shared that may harm the organization's privacy. Finally, the work patterns and regulations are also changing; for instance, many leading organizations are implementing the notion of flexible working hours into the work routine, thus making it necessary for leaders to be able to come up with innovative and creative leadership patterns that can effectively integrate employees' needs and organizational needs together. For instance, owing to the digital age's highly rapid technological development, employees may resort to online technology instead of the traditional work process. Organizational leaders that make the best use of the opportunities available in the twenty-first century to enhance their organization's creativity and problem-solving dimensions can benefit from increased problem-solving accuracy, efficiency, and speed as well as the dissemination of innovation across the organization at lightning pace. However, organizational leaders need to bear in mind the downside of a highly-connected and digitally-empowered workforce in the sense that building a consensus slows down the decision-making process and since the digital platform engages a large number of employees, the time needed to resolve an issue may be exacerbated (Jucan et al., 2013).

When taking into consideration the challenges and opportunities that organizational leaders in the twenty first century are facing, it should be noted that organizations are now well-equipped with social media resources in carrying out their recruitment and selection procedures. Basically, organizations can effectively use social networking and digital communities to search for employees. Furthermore, leaders can train and develop their employees and subordinates by conducting learning programs through social media networks owing to the fact that training programs conducted online can provide the organization with various benefits, including reduced training costs, greater training effectiveness, continuous skill enhancement, as well as self-directed learning (Jucan et al., 2013).

In sum, the leaders of the twenty-first century face various challenges that are highly dynamic and complex in nature, thus requiring organizations to be more agile and vigilant. Basically, as pointed out by Jucan et al. (2013), an organizational leader needs to be more of a social leader in order to be effective and successful in the twenty-first century. Social leaders tend to be more collaborative, cooperative, open minded, humble, and interested in developing future leaders, with a team-oriented mentality, and are willing to actively participate in social networks. Significantly, the social leader has the vision to transform the organization from “doing” social media to being a social business (Jucan et al., 2013).

Thus, leaders in the twenty-first century need to be more knowledgeable in their understanding of social networks, conduct themselves with integrity and honesty, and importantly show greater concern for social responsibility in order to be able to effectively lead a successful organization.

2.8 Leadership Studies in Thailand

It is evident from the prior discussions that the concept of leadership styles and their inevitable impact on individual and organizational performance has been a subject of interest for numerous scholars. Likewise, leadership studies in Thailand too provide significant insights into the leader-subordinate relationship, particularly the leadership styles that employees in Thai organizations prefer and perceive favorably. According to Yukongdi (2010), the most preferred style of leadership in Thai organizations is the consultative leader. Moreover, it is evident that Thai employees and subordinates view favorably leaders that exhibit traits that are more democratic and supportive in nature and have a strong dislike for leaders that implement an autocratic style of leadership. This can be explained to a certain extent by the notion that Thailand is a collectivistic and harmonious society (Edwards, Edwards & Muthaly, 1995) and views aggressiveness and punishments as something that is against the accepted norm. Thus it is evident that the leadership styles that would be most suited for Thai organizations is a more open and flexible consultative and supportive style.

Moreover, bearing in mind that Thais do not like to be individually punished or penalized and rather prefer to take responsibilities collectively, it is likely that

leaders that exhibit transformational leadership styles and are able to inspire people would be favorably perceived. This observation aligns with a study by Hallinger (2004) that posits the notion that Thai organizations are more effective when they have leaders that use a leadership style that focuses on the personality and traits of the leaders. Another study by Pimpa and Moore (2012) highlighted the findings that Thai public organizations prefer task-focused leaders that provide assistance and guidance to employees. Thus it is evident from the earlier discussion that a supportive and consultative leadership style would be most suited for a collectivistic and collaborative society like Thailand. Furthermore, bearing in mind that transformational leaders tend to inspire and show concern for employees' well-being and higher aspirations, the significant and important role that transformational leaders play in enhancing work performance and organizational commitment, which ultimately enhances organizational productivity and performance, has also been highlighted by Limsila and Ogunlana (2008) in her study to gauge the leadership style that has a positive association with work performance in the Thai context. Another study conducted by Boonyachai (2011) indicated that the dominant leadership style of Thai managers tends to be of a hybrid nature; that is, a combination of both transformational and transactional elements of leadership.

Thus in sum it can be stated that leadership studies in Thailand provide profound significance for the field of leadership studies but still need further research in order to provide additional dimensions and perspectives regarding the role of leadership styles on organizational performance, keeping in mind the often-discussed notion that leadership is a multifaceted and complex area of study and understanding.

2.9 Ethnicity and Leadership Styles

It is important to point out that in this research, ethnic Indian Thai organizational leaders have also been included in the study; thus it would be beneficial to provide readers with a comprehensive idea about the role and influence that ethnicity has on the leadership styles of these leaders. It is highly important to point out that ethnic Indian Thai organizational leaders are seldom if at all included in extensive study pertaining to leadership styles and organizational performance. Thus

this dissertation contributes academically by providing insights into the ethnic Indian Thai organizational leadership in Thailand.

Though all ethnic Indian Thai organizational leaders included in this study are Thai nationals and lead large and medium organizations in Thailand, it was evident that they still maintained ethnic and cultural values that strongly reflected their Indian ancestry and heritage, even though they have been influenced to a large extent by Thai cultural and societal values and norms. Thus it is necessary to lay out the basic ethnic Indian leadership mentality and values in order to be able to understand what goes on in the minds of these leaders.

Extensive research conducted by scholars with regards to Indian organizational leaders has revealed important findings. For instance Mills (2005) highlighted that Indian organizational leaders tend to exhibit significantly the attribute of humility when compared to American organizational leaders. According to House (2004), Indian and Chinese organizational leaders tend to be more humble and practice humility since they tend to practice the teachings of Lao-Tzu in the book *Tao Te Ching*. According to a study conducted by Schragle-Law, Samii and Sharma (2007), Indian leaders place high importance on performance and thus it is common to place Indian leaders and managers high on the performance orientation index. Moreover, the findings by the above-mentioned scholars also indicate that Indian managers and organizational leaders contributed to the achievement of group goals, exhibit traits of both a transactional and transformational leadership style, and organize and use charisma to implement changes in the organization. Additionally, it was found that the Indian management style encourages a lower level of creativity when compared to the American management and leadership style owing to the fact that Indian leaders tend to prefer employees that follow their orders. Thus it is evident that culture and ethnicity affect the leadership style and preferences of organizational leaders.

Based on another important study conducted by Routamaa and Debnath (2011) it is evident that Indian leadership styles tend to be more inclined towards the nature of a directing and coaching style of leadership. Ragnekar (2004) highlighted the fact that Indian leaders tend to behave in a paternalistic manner in order to inspire employees. Based on the study conducted by Boopathi (2014) as well as Hofstede's (1991) cultural dimensions, it can be noted that Indian organizational leaders tend to

be more competitive and performance-focused, as well as more directing in nature, which can be traced to the fact that India is characterized as a high power distance country. Even though ethnic Indian Thai organizational leaders are operating in Thailand and not in India, it is still likely that they exhibit traits and elements of their Indian heritage and ethnicity. Another important trait that can be noted is that masculine cultural orientations and values tend to be reflected in the perception that “big is beautiful” (Elkjaer, Trabolt, Hoie, Lindell & Swenson 2009) and this can be taken as a reason as to why ethnic Indian leaders tend to focus heavily on expansion and growth. Overall it can be stated that Indian organizational leaders tend to focus on elements such as authority, assertiveness, performance, and success both in their workplace and in life (Jones, 2007). Moreover, according to Boopathi (2014), it is evident that the Indian organizational leadership style focuses on teamwork in order to “get the work done,” but the essence of teamwork in the mind of Indian organizational leaders is different from the general meaning of teamwork. According to him the Indian leadership style involves team leaders specifying the task and mission that team members are expected to perform based on orders from the leader. The main aim of the Indian leader is to get the work done efficiently through team members who are closely monitored. Thus basically Indian leaders expect employees to follow their orders and decisions in completing the desired task. Moreover, it is evident that based on the prevalent high power distance with regards to Indian organizational leaders, a participative leadership style is not very common among these leaders. According to Kumar (2005), the employees are expected to follow the orders of their Indian organizational leaders even though the employees may know that the leader is wrong. Basically, according to House, Hanges, Javidan, Dorfman, and Gupta (2004), the most preferred style of leadership among Indian organizational leaders tends to be the charismatic or value-based leadership style, followed by the team-based leadership style, while the humane-oriented style where leaders show support and concern for employees comes in next even though it is clear that participative leadership style does not “go down well” with Indian organizational leaders. It is important to point out as stated by Boopathi (2014) that the Indian culture in general believes in the element of “karma,” which loosely means “what goes around comes around” or to put it into perspective, it simply means that

individuals are responsible for their actions; in other words if they do right they will be rewarded by nature or by God in the future while if they commit wrong and indecent acts they will be punished and will have to repay for it in the future as well. Thus it is common to note that Indian organizational leaders tend to discuss morals, spirituality, religion, and ethics when talking about their leadership styles. Nonetheless, it needs to be pointed out that all the above-discussed ethnic and cultural values may not comprehensively be reflected in the case of ethnic Indian Thai organizational leaders in Thailand owing to the fact that these types of organizational leaders in this research are all second or third generation Thais that have been influenced to a great extent by Thai cultural values and norms; thus they may act or feel differently compared to Indian organizational leaders elsewhere. It is important to provide readers with the basic traits and preferences of ethnic Indian organizational leaders since it is likely and plausible that the ethnic Indian Thai organizational leaders included in this research will exhibit the leadership traits and styles discussed above.

2.10 Organizational Performance—Scope and Measurement

Based on the earlier thorough and detailed discussion that highlights the fundamentally-significant and valid link between leadership and organizational performance, be it direct or through indirect leadership—mediating variables such as culture, structure, employees, and technology—organizational performance context, it is important to understand the dynamics and fundamentals of organizational performance in order to make this study more comprehensive.

Despite the significance of the concept of organizational performance in academic literature, defining it is not an easy task owing to the wide range of meaning it encompasses. According to Gavrea, Ilieş and Stegorean (2011), in the 1950s organizational performance was defined based on how organizations viewed as social systems achieved their objectives, which were mainly measured in terms of the effectiveness and efficiency of the workforce and the organizational structure. With time the “focus of defining organizational performance was on exploring new ways to exploit the environment for accessing and using limited resources” (Yuchtman &

Seashore, 1967). In the 80s and 90s the focus was on management within the organizations to enhance the effectiveness and efficiency of the organization by seeking to accomplish the goals and objectives of the organization using minimum resources in order to boost the profit and financial indicators of the organization.

Primarily, organizational performance refers to the actual outputs of the results and outcomes of the organization when compared to its stated goals and objectives. Organizational performance can be defined as the end result of an activity, or in more specific terms bearing in mind the organizational context of the research, the accumulated end results of all the organization's work processes and activities (Robbins & Coulter, 2002). Fundamentally, the main spheres of organizational performance include the financial performance of the firms, the market and product performance of organization, as well as the total benefits and returns to the shareholders (Richard et al., 2009). In order to make the organizational performance more clear in this dissertation a list of attributes of organizational performance is described below based on the works of Lebans and Euske (2006). Their work indicated that organizational performance can be defined as a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results. Organizational performance may be interpreted and judged differently by those that are involved in the assessment of the performance. For instance performance may be understood differently by individuals within the organization and by those that are outside it. Thus the fact that this research is of a qualitative design with the intention to seek out the essence and meaning of the lived experience of the phenomenon, the phenomenology study research tradition used in this dissertation will help to highlight the notion of organizational performance more vividly and make it rich. Primarily, studies aimed at measuring organizational performance tend to focus more on the economic outcome of the organization such as financial performance, growth of the organization, and the liquidity ratios of the organization, as well as the stock market performance of the organization (Combs, Crook & Shook, 2005). Nevertheless, with the notion that the environmental factors as well as the social variables continue to play an increasing and fundamental role in organizational performance dynamics, measures of environmental and social performance have also been included in order to achieve a more balanced and comprehensive organizational performance measure. Based on a large number of

studies conducted by various scholars, there is a large corpus of literature that highlights the notion that leadership essentially, directly or indirectly, affects the overall performance of the organization. Significantly, the leadership styles that leaders implement in the organization have been a topic of interest for many scholarly works of profound significance owing to the fact that it affects organizational performance. (Yammarino et al., 1993; Cannella & Rowe 1995; Rowe et al., 2005). Thus, it is essential to understand the dynamics of organizational performance and models to measure them in order to be able to clearly understand the relationship between leadership styles and organizational performance. Nevertheless, it has to be admitted that as a whole the performance of the organization may be influenced by a wide range of other variables besides leadership styles, such as employees' satisfaction and commitment to their jobs, as well as the level of employees' motivation (Kim, 2005). Significant though is the notion that leadership styles have a profound bearing on the level of employees' motivation, satisfaction, and commitment to their job, thus making it essentially clear that leadership styles ultimately affect organizational performance. Basically, as stated by Rogers and Wright (1998) "organizational performance is probably the most widely used dependent variable in organizational research today yet at the same time it remains one of the most vague and loosely defined construct." Furthermore, the notions and dynamics of organizational performance are complex and highly dependent on the organizational environment, and therefore the underlying theme of organizational performance may vary based upon the current environment in which the organization operates (Scott, 2003).

Leadership styles affect organizational performance in various dimensions. Basically, transformational leaders tend to have the ability and skills to create a highly-inspired workforce that is united, dedicated, and committed to enhancing performance. This is in line with a study conducted by Geyer and Steyrer (1998). Thus in this research, while investigating the leadership styles of organizational leaders, careful examination and analysis will be incorporated in order to find a link between leadership styles and organizational performance. Moreover, the perspective of subordinates will also be considered particularly as to the role that leadership styles have in their individual performance.

Basically, high-performing organizations can be defined as a group of employees that produce desired goods and services at higher quality with the same resources (Popovich, 1998). For instance, employees at company A can produce higher-quality products using less time and inputs compared to company B, which needs a longer time and more inputs to produce the same higher-quality products. Thus the dimension of productivity is essentially a part of the overall organizational performance.

Bearing in mind the importance of organizational performance, the need to effectively and accurately measure it is highly essential. Measuring organizational performance has always been a complex and ambiguous affair (Jing & Avery, 2008). Nevertheless, it is important for the organization to measure organizational performance in order to have a clear grasp of the core activities and operations of the organization.

For instance, organizations that constantly measure performance have a clear perspective of their customers' needs and demands, thus making the organization more knowledgeably and equipped in providing customers with value. Moreover, measures keep the organization under check and balanced thus propelling organizations to continuously improve and perform at a higher level of effectiveness and efficiency. Various studies conducted have tended to focus on the net profit dimension of organizational outcome (Waldman, Ramirez, House & Puranam, 2001), the sales volume of the business unit and departments (Hoogh et al., 2004), and various other goals that are related to the performance of business units (Howell & Avolio, 1993). One important debate that is often highlighted is the extent to which leadership style affects the overall organizational performance, especially bearing in mind the notion that the external organizational environment inevitably impacts the performance of the organization. Basically, measuring organizational performance is a complex and dynamic task since key organizational measures are highly dependent on the external environment and therefore the notion of measuring organizational performance based on the role of the leader may not be comprehensively accurate since the leadership styles and qualities may be positively or negatively mediated by external forces that are beyond the locus of control of the leader. This notion underlines the difficulty in precisely gauging the extent to which leadership styles

have a comprehensive impact on organizational performance, and aligns with the work of Hoogh et al. (2004) which views the measure as being subjected to “criterion contamination.”

Many organizational performance studies tend to either focus on the financial aspects of organizational performance or the non-financial aspects of the performance but rarely focus on both aspects in one research. This practice on the part of many scholars simply puts their research validity under a huge cloud of doubt since neither the financial nor the non-financial measures of organizational performance are correlated in the study (Hofmann & Jones, 2005; Lim & Ployhart, 2004). Significantly though is the fact that numerous empirical studies and analyses comprehensively highlight a strong positive relationship between employees’ satisfaction, customer satisfaction, and organizational performance (Jing & Avery, 2008). One needs to bear in mind that leadership style and behavior profoundly impact employees’ satisfaction, which ultimately affects customer satisfaction and organizational performance. Moreover, it is critical to point out that the leadership style of the leader goes a long way in motivating and inspiring members of the organization in order to effectively and efficiently harness the vital resources of the organization that ultimately enhance the productivity and performance of the organization. This relationship between leadership style and the ultimate organizational performance is clearly highlighted by the work of Jing and Avery (2008).

2.10.1 Organizational Performance Index

Another vital ingredient in understanding the notion of organizational performance is the dynamic nature of organizational performance measurements. Hubbard (2009) postulated a stakeholder-based sustainable balanced scorecard coupled with a single measure organizational sustainability performance index to measure organizational performance. The measure posited by Hubbard is highly suited and appropriate to the multifaceted nature of organizational performance, particularly when perceived and measured from the perspective of employees, investors, activists, and numerous other groups that make up the key stakeholders of the organization.

When the notion of the organizational stakeholders arises, it is important to refer back to the work of Kaplan and Norton (1992). In their work they introduced the organizational performance measure called the balanced scorecard (BSC). Basically, the balanced scorecard performance measurement systems incorporated the four core dimensions of organizational performance: the financial, internal processes, customer/market, and learning and development aspects.

If one takes a close look at the dynamics of the BSC model, it can be noted that the main focus of the organizational performance measure is on the internal and external economic value of the organization (Hubbard, 2009). For instance, the financial aspect of the balanced scorecard highlights important measures of the organization such as the sales growth of the organization and the return on sales, assets, and equity of the organization. Similarly, the internal process measure takes into consideration the productivity of the organization, the capacity utilization of the organization's production, as well as labor and employee turnover. Furthermore, bearing in mind the significance of customers and market share to the organization, the measure posited by Kaplan and Norton seeks to measure the organization's market share, the number of new customers that the organization is able to attract, the order cycle time that is prevalent in the organization, as well as the defects and product return rate of the organization. Lastly, in order to ensure that the learning and development activities of the organization are focused upon, the BSC highlights important measures such as the number of new products that the organization has developed, the number of new markets that the organization is able to tap into, the ratio of research and development and training spending with respect to the total sales of the organization, as well as the ratio of investment with regards to the total assets of the organization. Though detailed in its attempt to measure organizational performance, its overall effectiveness is in doubt owing to the fact its measures are not linked, in the sense that not all four dimensions of organizational performance are linked to each other (Hubbard, 2009).

Having reviewed and studied the BSC proposed by Kaplan and Norton, it is evident that despite its popularity, there still lingers the shortcoming related to the linkage of different factors in the model. Moreover, bearing in mind the highly increasing impacts and influence that environmental and social variables have on

organizational functioning and performance, the sustainable balanced scorecard (SBSC) and organizational sustainable performance index (OSPI) stated by Hubbard (2009) seem to be a much more comprehensive conceptual framework for measuring organizational performance. Significantly, the model posited by Hubbard, is a clear extension of the earlier discussed model of Kaplan and Norton, but its comprehensiveness is enhanced owing to the inclusion of the social and environmental variables. On the environment front, it attempts to measure the environmental performance of the organization by measuring elements such as use of resources, ranging from the use of water to energy as well as the amount of waste that the organization creates. Regarding the social performance dimension of organizational performance, the measure seeks to gauge issues such as employee satisfaction, the social performance of suppliers, the community relationships that the organization has, as well as the philanthropic investment as a ratio of revenue and profit organization; in other words the corporate social responsibility aspect of the organization. In sum, the positives of the model developed by Hubbard lies in its simplicity in terms of the comprehension of organizational leaders. Moreover, the SBSC offers a high level and easy-to-comprehend-and-communicate summary of organizational performance (Hubbard, 2009).

It is important to point out that organizational performance assessment is not limited to just the private sector. It is evident that with the rise in administrative reforms increased attention has been given to performance assessment in the public sector (Power, 2000). The changing landscape in the public sector that has seen an increased focus on improving the efficiency and effectiveness of the public sector has led to the adoption of a large number of private-sector techniques to measure and improve the performance of the public-sector organization. For example, various levels of government in the United States are required to report key performance indicators (KPIs) in order to assess their performance. It is important to point out that tools such as KPIs are used by public sectors, including government and educational institutions, to assess performance but have been used extensively across the private sector. Basically KPIs act as a tool to measure organization performance at both individual and departmental levels in order to determine how the organization is meeting or falling below expectations and targets. Thus it can be stated that the public

sector also engages in performance assessment in order to be more effective, efficient, accountable, and transparent in its operations. For example, employee performance in the public sector can be measured based on the productivity of employees in providing services to customers.

In order to understand the importance of the organizational performance measurement in the public sector it is important to bring up the prior-mentioned BSC approach discussed by Kaplan and Norton. Though initially aimed at the private sector, in their subsequent works Kaplan and Norton (2001a, b) adapted the BSC framework in order to make it more suited for nonprofit and public organizations owing to the fact that in the public sector the main objectives are not always finance related. For instance the private sector's focus on financial objectives was replaced by the focus on social cost and value creation for a broader set of stakeholders. This can be illustrated by focusing on objectives that benefit both the provider of the resources (the group that pays for the resources) to the public sector as well as the recipient of the service. Moreover, the adapted BSC for the public sector focused on measures such as the evaluation and improvement in the delivery of outputs to the community. Some examples include but are not limited to the delivery of community safety, educational programs and facilities, road safety, and crime prevention. According to Ho and Ni (2005), the outcome measures in the public sector performance provide the results of the consequence of service delivery that are important to both the public and customers.

Based on the BSC, public organizations can measure and evaluate their performance based on the following perspectives. For instance, organizations need to determine how they provide service to customers based on the quality, effectiveness, and service-facilitation level. Moreover, for the public sector organizations it is important to be able to provide services at the lowest possible cost or in other words focus on the notion of operational efficiency. Nonetheless, in pursuing other key performance indicators, public sector organizations need to maintain the integrity of their mission and ultimately need to accomplish their mission, be it the reduction of crime rates or boosting educational facilities and services. Moreover public sector organizations need to evaluate the level of organizational learning with respect to training and development initiatives, and openness to innovation and knowledge

management. It can be conclusively stated that the public sector BSC focuses on operational efficiency, customer service, mission accomplishment, and organizational learning.

2.11 Other Determinants of Organizational Performance

Despite the fact that this dissertation focuses more on the impact of leadership styles on organizational performance, it is important to point out that an extensive examination of the literature in the field of organizational performance suggests other key determinants of organizational performance. Basically, numerous studies point to various internal and external factors that affect organizational performance and are included in various organizational diagnostic models. For instance if one focuses on the internal organizational factors, besides the most significant variable of leadership, variables such as organizational structure, organizational culture, organizational strategy, and employees play a role in determining the success and effectiveness of the organization. It is essential to point out here that in this dissertation the notion of how organizational employees, culture, and structure mediate the impact of leadership style were investigated in detail during the data-collection and analysis stage. However if one turns the focus to the external environment then the competition that the organization faces as well as the uncertainty in the social, political, and economic environment directly and indirectly affect the performance of the organization. Additionally, competitors as well as external clients may also have an impact on organizational performance. Bearing in mind that this dissertation extensively focuses on the leadership styles of the organizational leader, it is still essential in order to be more comprehensive and reliable to take into consideration other key variables that may have a say in the performance of the organization. Therefore, having conducted an extensive examination of the literature some important variables besides leadership have been included in this research and will be linked to the role of leadership styles in order to provide the reader with a clear sense of how organizational factors interact with leadership styles and ultimately impact the performance of the organization.

2.11.1 Organizational Culture

First and foremost is the variable of organizational culture, which has been found to be independently linked to organizational performance. Denison (1984) used data collected from over thirty American firms and scrutinized the characteristics of organizational culture and was able to conclude that organizational culture is strongly related to the performance of the organization. Furthermore, research conducted by Kotter and Heskett (1992) highlighted the fact that the relationship between culture and organizational performance is forceful and these are strongly associated. Moreover, the research cemented the notion that there is a strong relationship between organizational culture, management practices, and the overall organizational performance. This notion is highly significant in this dissertation since while investigating the role of leadership styles on organizational performance, it would be fruitful to discuss how the leaders engage and ingrain the element of organizational culture into their leadership patterns.

Basically, organizational culture is a set of different attributes that expresses an organization and differentiates it from other organizations (Forehand & von Gilmer, 1964). According to Hofstede (1980) culture can be viewed as the collective thinking of minds that create a difference between members of one group and another. Moreover, as postulated by Kotter and Heskett (1992), culture refers to the fairly established set of beliefs, behaviors, and values of society. Thus it is evident that the organizational culture reflects the set of beliefs and norms prevalent in the organization that are to a certain extent shared by the individuals in the organization. This notion of the shared values and beliefs prevalent in the organization is highly important, since according to Denison (1990), the performance of the organization is dependent on the degree to which the values of the organizational culture are comprehensively shared across the organization.

In understanding the impact of organizational culture on organizational performance, it is vital to comprehend the notion that organizational culture can be acquired through learning and can subsequently be shared across the organization through the means of interaction between the individuals in the organization. This aligns with the postulation by Titiev (1959) that states that culture is learned and shared in the organization. This notion of acquiring and sharing culture is significant

given the fact that the culture prevalent in the organization affects and determines the ways in which an organization conducts its operations (Pettigrew, 1979). Thus it can be argued that organizational culture impacts the operational dynamics of the organization, which in turn ultimately affects organizational performance. Additionally, in order to understand the role that organizational culture plays in determining the performance of the organization, it is important to point out that the culture prevalent in the organization acts as a normative gel that holds the overall organization together (Tichy, Fombrun & Devanna 1982). Thus once individuals in the organization are bonded by the normative glue that organizational culture brings about, the likelihood that they will perform strongly in an aligned direction is higher, thus boosting the performance of the organization. This notion of culture as a bond and link among individuals can be investigated and dissected further based on the strength of the culture.

Essentially, a strong organizational culture is noted when the greater part of the individuals in the organization hold the same values and beliefs that drive the operations and performance of the organization. On the other hand a weak organization culture is noted in organizations where a greater part of employees do not share the same values and beliefs. Fundamentally, an organization with a weak organizational culture can be viewed as being a loosely-knitted organization. It can be argued that a strong organization culture is beneficial in the sense that it gels the employees together and keeps them focused on common goals and aspirations. However, it may result in the problem of groupthink and may deter the innovativeness of the organization. Thus a strong organizational culture can have both positive and negative impacts on the performance of the organization. When taking the context of a weak organizational culture into consideration, it can be stated that a weak organizational culture disrupts the unity and bond of the organization and can adversely affect the performance of the organization; however it can boost the independent mindset of employees that can in turn boost the innovativeness of the organization.

Another important sub-theme that one needs to consider when analyzing organizational culture is the concept of counter culture. According to Kerr and Slocum (2005), counter culture refers to the values and beliefs that are opposite to the

values and beliefs of the broader organizational culture, and it is mostly formed around a forceful manager or leader. Thus the leader may take matters into their own hands and lead the organization based on their own values and beliefs thus resulting in innovative and fresher approach of organizational operation. Moreover, the notion of sub-culture is also important when one attempts to study the role of organizational culture. Basically sub-culture refers to the segments of culture which show different norms, beliefs, values, and behaviors of individuals within the same organization owing to the fact that they belong to different organizational departments, job specializations, and geographic locations. Thus the values and beliefs held by employees affect the way that they carry out their roles and tasks, which directly impacts the performance of the individuals and ultimately the overall performance of the organization. It is evident that organizational leaders can make use of the dynamics of organizational culture in order to address the notion of organizational performance.

2.11.2 Organizational Structure

Another determinant of organizational performance is organizational structure, which may include the span of control, the size of the organization, and the levels of hierarchy in the organization (Campbell, Bownas, Peterson & Dunnette, 1974). Walton (1986) defined structure as the basis for organizing and includes the hierarchical levels and spans of responsibility, roles and positions, and mechanisms for integration and problem solving. It can be said that organizational structure refers to job positions, their relationship to each other, and accountability for process and sub-process deliverables. Generally, the variable of organizational structure is very common in models that try to link organizational factors with performance, or in other words, organizational diagnostic models (Kates & Galbraith, 2007; Burke & Litwin, 2001). It can be stated that organizations use structure in order to coordinate, differentiate, and engage its activities. Basically, the functional structure tends to put together the knowledge, skills, and abilities available in the organization under one activity while a divisional structure is based on outputs of products, customer groups, and geographic location and services.

Besides the structural dimension of organizational structure, the organizational structuring dimensions also play a huge role in affecting organizational performance. Prior to discussing the important elements of organizational structure one needs to understand the notion of the organizational structuring dimension. Essentially, the structuring dimension refers to the policies and activities in the organization that prescribe or restrict the behavior of organizational members (Dalton, Todor & Spendolini, 1980). The structuring dimensions include specialization/complexity, formalization/standardization, and centralization (Campbell et al., 1974). Primarily, specialization refers to the number of job functions and occupational titles within an organization while complexity refers to the number of occupational specializations (Dalton et al., 1980). Moreover, in their work Dalton et al. (1980) pointed out that formalization refers to the behavior that is accepted while standardization prescribes or limits the behaviors and procedures of the organizational members. In order to understand this notion one can look at job descriptions as being part of formalization, while standardization would lay out the procedures by which the job holder would accomplish his or her task and role in the job. Thus formalization answers the question of what one should do in the job while standardization points out how one should do the job. The final dimension of organizational structuring is centralization and simply refers to the locus of authority to make decisions in the organization (Dalton et al., 1980), for instance, who has the power and authority to make decisions about the core and central issues in the organization and whether the power is vested in one individual or a few individuals. Bearing in mind the fact that this dissertation focuses on the role of leadership styles on organizational performance it is important to point out how leaders can engage themselves with the elements of organizational structure as well as the organizational structuring when leading their employees and subordinates. Basically, in order to understand organizational structure within the context of organizational performance as a dependent variable, it is important to note the relationship between the organizational leaders and the framework that highlights the role and responsibilities, chain of command, as well as the communication pattern within the organization that enables the organization to strive towards its goals and objectives.

Having discussed the organizational structuring elements it is essential to take a close look at the organizational structure elements. Historically, in 1961 Burns and Stalker were the pioneers in exploring the dynamics of organizational structure and highlighted the significance of the span of control, the size of the organization, as well as the hierarchy prevalent in the organization. Their work indicated that different types of organizational structures were suitable for different situations and contexts that the organization faces. The outstanding element of their work was the fact that they pointed out two extreme types of organizational structures: the mechanistic structure and the organic structure. Simply put, the mechanistic structures were seen in organizations operating in a stable environment while organic structures were more suited for organizations operating in an unstable environment. Basically, the organizational structure has two basic functions that collectively affect the individual's and organization's performance (Hall, 1977). First, organizational structures regulate the organization, especially when taking into consideration individual variation. Second, the organization's structure provides the setting in which decisions are made and how the organization's activities are carried out.

Moreover, according to Fombrun (1986) organizational structure may refer to the physical structure associated with the organization, whereas according to Donabedian (1980), it may refer to the social structure by which the organization engages in producing collective actions that lead to the ultimate objective. One important component of physical structure is the technology that the firm uses in order to achieve its objective, such as the production technology, the information and communication system, and other technological apparatus. Additionally, the physical means of production as well as the human resources available also constitute the physical structure of the organization. Finally, the age of the organization as well as the know-how of the organization make up the physical component of the organizational structure. Having highlighted the notion of the physical structure of the organization, it is vital to comprehensively go into the dynamics of the social structure of an organization. First the classic concept of span of control needs to be addressed. Basically, span of control refers to how leaders and subordinates interact and maintain their relationship in the organization. A wide span of control exists when one leader oversees many subordinates while a narrow span of control exists when very few

numbers of subordinates fall under one leader. According to Worthy (1950) and Golembiewski (1962), a wide span of control tends to increase employee discretion and positively enhances employee morale, thus ultimately enhancing overall organizational performance. It is important to point out that a wider span of control is more efficient in terms of cost. Thus organizations invest in employee training in order to ensure that the performance of the organization is not mitigated because of the wider span of control that is prevalent in most of today's organizations, both private and public. When advocating the benefits of a narrow span of control it can be noted that a narrow span of control enhances control but it may be highly expensive for the organization owing to the added levels of management. Furthermore, employees tend to feel that they are highly supervised and this may adversely affect their morale and autonomy, which in turns affects their performance.

Second is the factor of size of the organization. Basically, the size of the organization refers to the number of employees in the organization and this number affects its structure. A larger size tends to make the organization more mechanistic in its structure and affects the chain of command and dynamics of the organizational performance. Finally, the hierarchical structure in the organization or in other words the different managerial levels and formal lines of authority prevalent in the organization constitutes an important part to understanding organizational structure and its impact on organizational performance. Basically a flat structure is one in which few layers of management exist and decision making and responsibilities are pushed to the lowest appropriate organizational level. This structure is beneficial since it enhances the employee decision-making process and engagement, thus enhancing empowerment that in turn boosts the performance of the organization. It can be stated that flatter organizations are more performance enhancing compared to tall structures since there is more decentralization of power and authority, which results in improvement of the integration and coordination among employees. A tall structure with many management layers tends to mitigate the performance of the organization since excess layers of management increases reaction times and obstructs the decision-making ability of the employees (Brown, 1995).

Thus it is important to understand the underlying context when discussing the notion of organizational structure. In this dissertation the essence lies in understanding

the role of leadership styles; thus significant attention needs to be dedicated to the relationship between the organizational leaders and the organizational structure prevalent in the organization.

2.11.3 Organizational Strategy

Besides the central variables of leadership styles, organizational culture, and structure, other variables that are present in organizational diagnostic models need to be highlighted as well. For instance the variable of organizational strategy needs to be discussed owing to the fact that it has been used as a separate variable in many organizational diagnostic models (Burke & Litwin, 2001; Kates & Galbraith, 2007). Essentially, the strategy that the organization implements significantly influences the performance of the organization, albeit with the notion that the external environment diminishes the effects of the strategy (Prescott, 1986). One important strategy that the organization can implement is the strategy of cost reduction. Basically, the organization seeks to reduce operating costs across the organization in order to be more cost effective (George & Jones, 2006). Another strategy is to differentiate the products and services of the organization in order to be able to distinguish the organization from other competing ones (George & Jones, 2006). Thus it is evident that in this dissertation, the strategy that the organization employs and the manner in which the leadership styles of the organizational leader align with the organizational strategy need to be clearly highlighted.

2.11.4 Employees

One interesting variable that appears in almost all organizational diagnostic models is the dimension of employees. Basically employees that resent the decisions and actions of management and leaders tend to perform with less productivity and this adversely affects the overall organizational performance (Vasconcelos, 2011). This is evident in the sense that an organization is made up of many individuals and if a group of individuals are performing below par then ultimately it has a detrimental effect on the overall organizational performance. Thus it is important for organizational leaders and management to ensure that employees are motivated, inspired, and focused on the job in order to ensure the high performance of the

individual as well as the organization. It is important to mention that unhappy employees tend to increase the turnover rate of the organization, which adversely affects performance. One important study conducted by Reichheld (1993) suggests an inverse relationship between employee turnover rate and the profitability of the organization. Thus it is critical to ensure that employees are committed and dedicated to their work in order to enhance the productivity and profitability of the organization. In this dissertation, besides interviewing organizational leaders, subordinates will also be interviewed in order to grasp the dimension of employee satisfaction as a result of the leadership styles of organizational leaders. Statements taken from a study conducted by Pinar and Girard (2008) will be used to analyze the impact of the link between leadership styles and employees' satisfaction and the subsequent impact it has on organizational performance.

2.11.5 Innovation and Development

Another variable can be touched upon is that of innovation and development. Though this variable is not very often made mention of in organizational diagnostic models, one important study conducted by Deshpande et al. (1997) indicated that the innovative capacity of the organization can positively impact the performance of the organization. For instance, some organizations may use innovation to increase the market share and financial performance of the organization. This was highlighted by a study by Kotler (2003) that explored the case of Sony using innovation to enhance organizational performance. In this dissertation it will be highly beneficial to study how organizational leaders address the variable of innovation and development in ensuring that performance is enhanced in areas such as improvement in product and service quality, enhancing the processes and systems employed by the organization, and finally the benefits that technology has on the performance of the organization. Thus this variable will be explored by seeking the perspective of organizational leaders as to the impact it has on the organizational performance.

2.11.6 External Environment

Besides the internal factors that impact the performance of the organization, the factors that form the external environment of the organizations also play a role in

determining performance. For instance, clients of the organization can have a say in the performance of the organization. For instance if the organization shows concern and is more oriented towards customers' needs and demands, higher organizational performance is likely to be noted (Buono, 1997). Besides clients, suppliers also impact the performance of the organization. Essentially, organizations need to be able to maintain strong and strategic relationships with suppliers in order to ensure effective standards with regards to the quality, delivery, and price dimensions of the supply side dynamics. According to Buono (1997) organizations that have been able to establish a high level of trust and understanding with their suppliers tend to have a high level of competitiveness when compared to rival and competing organizations, thus significantly enhancing their organizational performance, especially with regards to the financial and market share dimension of performance indicators. Another dimension of the external environment and possibly the most important is the variable of environmental uncertainty. Basically uncertainty in the organizational environment affects the performance of the organization, both positively and negatively. A low level of uncertainty can enhance the financial performance of the organization while high uncertainty adversely affects it (Brownell, 1982; Govindrajana, 1984). It is important that in this dissertation organizational leaders be investigated thoroughly with regards to how they integrate their leadership styles with the external environment dynamics and how this impacts the overall performance of the organization.

Basically the dissertation examines the notion of other determinants of organizational performance with the aim to integrate these variables with the variable of the leadership styles of organizational leaders and linking it to organizational performance. For instance, the mediating effects of organizational culture and structure as well as other variables mentioned earlier are examined and linked with the leadership styles of leaders in order to understand how they facilitate or impede the performance of the organization.

2.12 Summary

In sum, this chapter provides a thorough understanding of the literature related to leadership dynamics and how leadership styles prevalent in the organization affects organizational performance. The theoretical background discussed in the chapter provides a strong basis for understanding the various notions of leadership styles that organizational leaders tend to implement based on the circumstances they encounter. The impacts of each style as well as the appropriateness of the styles were also highlighted.

This chapter provides a strong case for understanding the rationale for studying the relationship between leadership and organizational performance despite the prevalence of a large number of other variables that affect organizational performance. However, other determinants of organizational performance were also discussed in order to link them with the leadership styles of organizational leaders and to analyze their overall impact on the performance of the organization. Furthermore, the important contribution that a qualitative research design provides in studying leadership in organizations was also illuminated in order to support the main research approach undertaken in this dissertation.

Additionally, the factors that affect organizational leaders' leadership styles in the twenty-first century were also explored and discussed. Moreover, the findings and contributions of research focused on the role of leadership in Thailand were also touched upon.

Finally, another important variable of the dissertation the variable of organizational performance was explored in detailed along with measurements that can be used in order to gauge the overall organizational performance of the organization. The role of leaders in enhancing organizational performance was highlighted in the chapter in order to remind readers of the main theme of the dissertation, which is to explore the relationship between leadership styles and organizational performance in the context of the twenty-first century.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

It has been stated that quantitative research methods are the most common approach used in studying and analyzing the concept of leadership (Conger, 1998; Ospina, 2004). However despite its popularity, quantitative research methods do not provide deep or significant insights into the “multiple levels of phenomena” inherent in leadership (Conger, 1998). This can be firmly highlighted based on the postulation by Conger (1998) that leadership is dynamic, contextual, and symbolic in nature and is highly dependent upon time, skills, behavior, and the personality, and characteristics of the leader (Ospina, 2004). Thus basically it can be stated that quantitative methods lack the comprehensive contextual dimension that can be provided by a qualitative research design, especially when taking into consideration the topic of study of this research. For instance, despite the fact that the central focus is on how leadership styles of organizational leaders affect organizational performance, but owing to the qualitative research design employed in this dissertation during the course of the interview the contextual elements of organizational culture and structure and other variables were also considered. This was done in order to grasp the multiple dimensional nature of leadership in the organization. Thus the use of the qualitative research design in this dissertation has added conceptual richness to the research.

It can be stated that the use of qualitative methods provides insights into the contextual variables that affect leadership (Conger, 1998; Ospina, 2004). Moreover, qualitative methods take into consideration the participant’s relationship to the contextual variables of leadership as being important, inseparable, and deeply rooted (Moustakas, 1994). This notion is highly important since the role of leadership is deeply interwoven with the contextual variables that are inherently prevalent in the

organization. Furthermore, the qualitative method used in the study of leadership provides in-depth meaning of the experiences rather than mere measurements (Moustakas, 1994). Basically, qualitative methods give importance to the wholeness of human experience (Moustakas, 1994) and also illuminate the voice of the participants of the study (Bryman, Stephens & Campo, 1996). Finally, the qualitative method allows for longitudinal perspective and greatly assists in the understanding of leadership within the notion of paradigm shifts (Conger, 1998). Thus in this dissertation the data collected from organizational leaders and subordinates provided meaning regarding the link between the leadership styles of organizational leaders and the impact they have on organizational performance.

One important thought process that I implemented in deciding to conduct qualitative research was to consider the five common traditions of qualitative research, which are case study, ethnography, grounded theory, narrative, and phenomenology (Creswell, 2007). In a case study, the main research questions tend to be more case-specific in nature. In order to collect data using the case study method, the researcher needs to engage in interviews, observations, and documentation through data sources. Finally the results of the case study method of qualitative research will be in the form of a detailed case analysis.

With regards to the ethnography method, the main research questions tend to be more observational in nature, with the main data sources being participant observation, field notes, and interviews. When one conducts qualitative research using the ethnography method, the results of the research comprise a description of observed and noted patterns. The third method that makes up the traditional approaches to qualitative research is the grounded theory method. When one implements this method, the research questions are oriented towards process questions. The data sources that compliment the grounded theory method are interviews, observations, and field notes, and the data collected from these sources are then used to generate theories relevant to the study. The fourth method in conducting qualitative research is the method of narrative. In this method the research questions focus on individual experiences and information is collected through the use of interviews and documents. Ultimately the results that are obtained as a result of the narrative method of qualitative research are in the form of a narrative life story.

Finally, the fifth tradition of qualitative research is the phenomenological method. This was implemented in conducting the present research owing to the fact that it assisted in understanding the experiences of the organizational leaders with regards to their leadership styles and how they affected the operation and performance of their respective organizations. Basically, phenomenology seeks to ask questions about the meaning and essence of the participant's experience. In conducting a phenomenological study, the main data sources are in-depth conversations, artifacts, and journals. The end result of a qualitative research using phenomenology is an in-depth reflective detailed description of the experience related to the study. It is important to mention that according to Creswell (2007), all of the qualitative approaches share certain important traits that help to make the research more concrete. The characteristics that can be identified are the presence of a naturalistic setting, the importance of participant perspectives, the vital role of the researcher as a data gathering and collecting instrument, rigorous and extended first-hand engagement, the centrality of the meaning of the study, the wholeness and complexity of the research, the emergent nature of the research design, the inductive data analysis orientation, and finally the reflexivity dimension of the research.

In this research a phenomenological approach was chosen due to the richness and insider view that it could provide. Basically, phenomenology study is a form of research that seeks to understand how individuals, in this case organizational members both organizational leaders and subordinates perceive and understand the world they live in without the researcher applying or exerting any kind of preconceived judgments or biases on the issue of study (Moustakas, 1994). When one examines the literature that highlights the significance of phenomenological study, it can be highlighted that the key purpose of a phenomenological research design is to grasp a "universal essence" based on the shared experiences of the participants (Creswell, 2007; Van Maanen, 1990). What then is basically the meaning of essence? Simply put essence refers to the real and important features of a phenomenon. In using a phenomenological approach to this research, I was able to understand the contextual variables and settings that shape and are intertwined with the leadership style of organizational leaders and subsequently I was able to understand the essence and meaning of their leadership styles and how they affected the performance of the

organization. For instance, as mentioned earlier despite the fact that I was focusing more on the impact that the leadership styles of organizational leaders had on the performance of the organization, I made sure that I had carefully and attentively embedded other variables of significance, such as organizational culture and structure, employees' performance, technology, and other variables, into the research as well. Thus it was essential that during the course of the data collection, for example during the interview process, the organizational leaders as well as the subordinates were asked how the variables of culture and structure and other variables interacted with the leadership styles and how they ultimately affected the performance.

In this research the hermeneutical method of the phenomenology tradition was used. Primarily, the hermeneutical method tends to describe and interpret the lived experiences of the participants and based on the interpretation; provide a detailed description that provides the meaning and essence of the lived experiences (Van Maanen, 1990). The use of the hermeneutical method made this research more concrete and comprehensive in nature since according to Van Maanen (1990), this method is highly descriptive, reflective, interpretative, and engaging in nature and approach.

Examining the works of Creswell (2007) and incorporating them into this study greatly assisted the author in providing a structure to the hermeneutical research framework. First, I gave substantial attention to the phenomenon of the study, in this case the role of leadership styles and the effect they had on organizational performance, and allowed myself to be open to looking out for the influence of other variables that may have affected the dependent variable of the study, in this case the performance of the organization. Secondly, I tried to comprehensively understand and reflect upon the essential and significant themes and sub-themes of the study in order to grasp the underlying notions and context of the phenomenon. Bearing in mind the procedures for creating a hermeneutic phenomenological research framework, I wrote down a complete description of the phenomenon of study while keeping in mind the importance and significance of maintaining a relationship to the topic and balancing the parts to the whole. Finally, in the final section, I provided a vivid and clear interpretation of the lived experience of the 17 individuals that I interviewed during the data collection process of the research. It is important to point out that some

researchers argue that writing down a description is essentially the same as interpretation, and this argument has been verified by Van Maanen (1990); however, the description has to be vivid and accurate enough to describe and represent the participant's lived experience. It is important to point out that the process of the research is inductive and emergent in nature. According to Creswell (2007), several aspects of the study will emerge during the course of the research. For instance, during the course of the research, some other variables and insights into the role of leadership styles and organizational performance did emerge, such as the role of ethnicity and how it affected leadership style.

3.2 Research Paradigm

This research is based fundamentally on the constructivist research paradigm. Basically, when a researcher uses this paradigm, the key goal is to comprehensively and accurately understand the world of the participants and based on these elements develop a subjective meaning of the experiences of the participants (Creswell, 2007). It is important to point out that in this dissertation multiple views and perspectives were investigated since according to Creswell (2007), the constructivist paradigm understands that multiple views and meanings do exist in the phenomenon of interest.

In order to understand the fundamentals of the constructivist paradigm, some important philosophical assumptions that govern them need to be highlighted. First is ontology or in simple words the nature of reality. Since according to Hatch (2002) the hermeneutic phenomenology method allows for multiple, socially-constructed realities to exist, the experiences of organizational leaders can be studied and investigated using the constructivist paradigm. One needs to bear in mind that owing to the fact that different organizations face different contextual settings, the experiences of organizational leaders may vary and ultimately affect the nature of how they experience the phenomenon. Second is the philosophical assumption of epistemology, or simply put, the way we know what we know. During the course of the research, the relationship between the researcher and the participants affects the descriptions and interpretations of the research. It can be stated that along the course of the research, the researcher too becomes a participating member of the research

process. According to Creswell (2007), in actual practice, the researcher conducts the research in a natural setting that is comfortable for the participants involved in the data-collection process, and tries to minimize the distance between the researcher and the participants. Finally, the philosophical assumption of axiology was also incorporated into this study. It is widely expected that the researcher's values, ideas, and biases may affect the results of the study (Creswell, 2007); therefore it is vital for the process of bracketing to be incorporated in order to avoid biased results. While conducting the phenomenological study, I tried to examine my own inclinations and values regarding the topic. According to Creswell (2007), this process of examining past prejudices, biases, experiences, and orientations is known as bracketing. In order to get a clearer picture of the concept of bracketing it is important to cite the works of Gearing (2004). In his works, six bracketing composition was identified: (1) ideal, (2) descriptive, (3) existential (4) analytic, (5) reflexive, and (6) pragmatic. Bearing in mind the use of the constructivist research paradigm used in this dissertation, the reflexive bracketing process was applied. During the process, the internal personal suppositions and orientations were set aside throughout the data-collection process. When the researcher sets asides prior-held beliefs and biases, the data collection becomes more of a discerning nature. However, one needs to bear in mind that removing external suppositions from the phenomenon is impossible (Gearing, 2004). The researcher's suppositions are finally reintegrated back into the study while interpreting the data in order to understand the phenomenon better.

3.3 Appropriateness of the Study

The use of the qualitative research design in this study was based on the rationale that in order to understand the experiences of organizational leaders and employees, it was vital to understand this phenomenon from the perspective of the leaders and employees rather than to explain it from an outside perspective (Ospina, 2004). There was no way for me to be able to grasp the dynamics of leadership styles and their impact on organizational performance by looking at this phenomenon from an outsider perspective. Thus in this research the perspectives and worldviews of all of the participants were given importance. Therefore, it was highly necessary for me

to use a phenomenology approach to this research in order to get deep into the organizational settings and derive from them themes that clearly put into perspective the interaction that leaders had with the organizational culture, the employees, and the structure as well as other variables and how this interaction may in some way or other have affected their leadership styles and ultimately impacted the performance of the organization. Moreover, it is important to point out the added value that qualitative research provides in terms of capturing the essence of the complexity of the phenomenon of the study, in this case the role of the leadership styles of organizational leaders. Furthermore, qualitative research helps in exploring the essence of the phenomenon, and is highly useful, particularly in instances where the researcher seeks to listen to participants and build an understanding of the lived experiences of them based on their ideas and shared experiences (Creswell, 2007). Thus this research was highly suitable for a qualitative research design since it intended to understand the experiences and essences of organizational leaders' leadership styles and the impacts they have on the performance of the organization.

3.4 Research Type

This research was based on extensive field research. Basically the field research involved collecting data from 17 participants from an appropriate place that was of a natural setting and was relevant to the context of the study. Simply put, field research is based on the interaction between the researcher and the participants, bearing in mind the context the study. Basically in this research a phenomenology study based on a standardized or structured open-ended interview design was used. Interviews were conducted with both organizational leaders as well as subordinates in order to obtain a comprehensive understanding of the leadership styles and the impact they have on organizational performance.

3.5 Population and Sampling

In this research the target populations that were used for sampling included leaders as well as employees in the organization. Importantly in this research ethnic Indian Thai organizational leaders were included in order to be able to study the lesser researched leadership styles of these leaders and thus contributing academically by providing insight into the leadership styles of these organizational leaders in Thailand. The organizations that were targeted in this research were medium and large organizations with employees and a workforce of at least 250 employees in order to ensure the applicability and appropriateness of the leadership and organizational theories. The sample size for this research was 17 individuals from 7 organizations, thus meeting the recommended sample size used for an effective and comprehensive phenomenological study where the typical sampling is in the range of 5 to 25 individuals, all of whom need to have had direct experience and engagement with the phenomenon under study (Creswell, 1998). The recommended number of 5 to 25 individuals is justified since according to Polkinghorne (1989), it is substantial enough to develop the themes. Basically, purposeful sampling was used and targeted towards organizational leaders and employees. Purposeful sampling was chosen as the main sampling technique owing to the fact that intentionally choosing individuals, such as organizational leaders and subordinates that were well familiar with the phenomenon, assisted greatly in providing the research with rich data on the central phenomenon (Creswell, 2008). The organizational leaders and subordinates were well acquainted with the organizational culture and structure as well as other variables prevalent in the organization and thus were able to provide fresh and deep insight into the central theme of the research. Their views and insights as to how leadership styles interact with other determinants of organizational performance were comprehensively included. Thus the main unit of analysis in this research was the organizational level. Furthermore, it is important to point out that the snowball sampling techniques was also incorporated at certain point in this study, especially in the realm where the organizational leaders that were interviewed and studied strongly recommended their peers in other organizations to be interviewed as well. The rationale for choosing the snowball sampling technique was due to the fact that when I started out with the data

collection, it emerged that I was recommended by my chosen participants to interview some other relevant participants that could have made the research more comprehensive and concrete. Thus the use of snowball sampling or chain sampling helped me to recruit other key participants. Basically, according to Creswell (2008), the snowball sampling technique is initiated after the data collection begins and the researcher asks the purposeful sampling participants to recommend other individuals that might be able to offer contextually-rich information and data about the central phenomenon of interest (Creswell, 2008). It needs to be noted that in conducting a qualitative study there are no fixed rules as to the sample size (Patton, 1990), but it is important to ensure that the sample selected for the study is able to provide different viewpoints, which is essential in order to have a balanced view of the phenomenon of study.

3.6 Instrumentation

It is important to point out that in qualitative research, the researcher acts as the key instrument. Qualitative researchers primarily collect data through examining documents, observing behavior, and interviewing participants. In this research I used standardized or structured open-ended interviews to collect information from the participants. Nonetheless, it is important to note that despite using all of the interview protocols, the researchers are the ones collecting the data and need to ensure that the interview flows smoothly and that enough relevant information is collected during the course of the interview. However, interview protocols such as headings that provide an opening statement, key questions, and use of follow-ups on questions, space for recording comments and responses, as well as reflective notes were incorporated into the interviews (Creswell, 2007).

There are various forms of interview designs that can be employed with the objective to obtain thick, rich, and valuable data relevant to the phenomenon of study (Creswell, 2007). According to Gall, Gall, and Borg (2003), there are three formats for the interview design that can be employed. First is the informal conversation interview design, which is highly spontaneous and significantly dependent on the time and moment of the interview. Basically the researcher does not ask any type of

specific questions but rather depends heavily on the interaction and exchanges with the participants to guide and facilitate the interview process (McNamara, 2009). This interview design lacks structure but allows for flexibility. However, according to Creswell (2007), many researchers view this approach to conducting interviews as being highly unstable or unreliable because of the lack of consistency with respect to the interview questions. Thus in this research, this interview design was not used due to this limitation. The second interview design is the general interview guide approach, which is more structured and guided in nature, yet flexible to a certain degree. The notion of flexibility is explained by the fact that the researcher can control the way in which the questions are worded during the interview. Nevertheless, one has to bear in mind that the element of inconsistency will arise, thus adversely affecting the interview process as well as negatively affecting the response of the participants since they may not consistently answer the same questions based on how they were questioned by the interviewer (McNamara, 2009). Nonetheless, the positives of this type of interview design lie in the elements of freedom and adaptability that it provides in obtaining information from the interviewee. The third interview design is the structured open-ended interview. Basically, this type of interview design is highly structured in terms of the wordings used in the questions asked in the interview. The benefit lies in the open ended nature of the questions that allows participants, in this case organizational leaders and subordinates to share and contribute as much detailed and in depth information as possible. In this interview design the probing nature of the interviewer is highly essential, particularly in the effort to ask probing questions as a means of follow up (Turner, 2010). In this research this interview design was employed since it was most suitable for the boundaries of the research. According to Creswell (2007), standardized or structured open-ended interviews are by far the most popular form of interview design owing to the fact that they allow for open-ended responses that illuminate and add context to the viewpoints and experiences of the interviewees. Nonetheless, when one employs this interview design, special care needs to be given to the process of coding the data since the open-ended nature of the responses may make it difficult to derive and obtain similar themes and sub-themes while coding the data and responses of the participants. The bright side to this careful and attentive process of coding data is the

reduced risk of researcher bias when sifting through the narrative responses of the participants (Turner, 2010). Another positive of the standardized set of open-ended questions is the fact that it is ideally appropriate when the researcher has limited time to conduct the research and may not have another opportunity to meet the participant again (Patton, 1987).

Thus based on the in-depth examination of the literature it was evident that in this research, standardized or structured open-ended interviews needed to be employed in order to effectively collect data from the participants. Basically, face-to-face interviews conducted in a natural setting in order to ensure that the participants were comfortable and relaxed were employed while follow-ups were conducted *via* email and telephone conversations. In this research, the participants were assigned pseudonyms in order to maintain their anonymity, even though a few participants were more than willing to have their identity and the identity of their organizations revealed. According to Leedy and Ormrod (2005), the notion of pseudo-identification is vital in order for participants to remain anonymous, yet allows the researcher to collect reliable and valid data. Bearing in mind the fact that open-ended structured interviews were used as the research instrument, the interview questions developed by the researcher guided and facilitated the research process. It is important to point out that the use of interviews to collect data in the realm of qualitative research is highly beneficial owing to the fact that it allows for greater flexibility, provides greater insight and meaningful depth into the data obtained from the participants, ensures a higher percentage of answers to the questions asked in the interview, and allows for a follow-up on the structured or unstructured interview questions (Strauss & Myburgh, 2001).

Another interesting notion of this research is the fact that pilot testing was conducted in order to detect and determine any underlying flaws associated with the interview designs (Kvale, 2007). Basically, pilot tests were conducted on participants that had interests and experiences similar to those of the other participants included in this research. Before proceeding with the actual data collection, I conducted a pilot study by visiting an organization specializing in manufacturing men shoes and bags and interviewed the organizational leader and one of his employees, as well as the driver of the leader, in order to detect any flaws or weaknesses in my interview

questions and designs. One example highlighting the importance of conducting a pilot study in this research is reflected in the fact that initially I did not focus on the role of the public sector and did not include in my interview questions on how policies implemented by the public sector affected the performance of the organization and how organizational leaders dealt with the challenges and threats of such policies. However, with feedback from my advisor I adapted my interview questions in order to ensure that in the revised interview questions I made sure to ask the participants about the role of public sector policies in the performance of the organization. Thus it is important to point out that the pilot study facilitated in refining the interview questions that were used in the interview process. The research questions used in the interview then were open-ended but clear in their wording, were neutral in nature, and were asked one at a time (McNamara, 2009).

3.7 Data Collection

In conducting qualitative research, it is vital to set out the boundary of the research and to put into perspective the way in which the information and data will be collected, and most importantly establishing and laying out in detail the protocols and procedures for recording the information collected from the participants. This is in line with a similar postulation by Creswell (2007). Essentially, interviewing is an important means of data collection since according to Weiss (1994), interviewing allow the researcher to explore the past, learn about the contexts and settings of the phenomenon, and also obtain insights into exclusive organizations.

As mentioned earlier, primarily data were collected through the use of standardized structured open-ended interviews. Data were collected from January 2014 through February 2015 and were based on interviews with the informants. The informants were comprised of organizational leaders and employees based on purposeful and snowball sampling. All of the organizational leaders and subordinates chosen as participants were highly knowledgeable and well informed about the dynamics of leadership styles as well as other organizational variables. The interviews were carried out at locations that the interviewee deemed most convenient in order to ensure that the interview process was effective. The interviews were scheduled with

the aim to be able to comprehensively cover the five central research questions in this study and added consideration was given to the notion of leadership styles and organizational performance by placing organizational leaders at the centre of the research process. Basically, participants were asked about how the leadership styles of organizational leaders impact organizational performance. Attention was also given to the roles that other variables had on organizational performance, such as the variables of culture and structure, particularly with regard to how the leaders incorporated these variables into their leadership styles. The scope and measurements of organizational performance were also discussed with both the organizational leaders and subordinates in order to grasp the relationship between the organizational variables, the leadership styles, and ultimately the performance of the organization. Finally, during the course of the interviews, probes into how developments in the social, technological, demographical, and economic realms affected the leadership styles of the organizational leaders were also touched upon. Additionally organizational leaders were also probed concerning the role that the policies of the government and the public sector had in their organization and how they could be linked to the way in which they carried out their leadership roles. Thus basically the interview session was aimed at deriving fruitful information and data about the research topic and subsequently organizing them based on the themes that emerged at the data-analysis stage. Based on the notion that note-taking during interviews would greatly benefit the interview session owing to the fact that it enhances the concentration of the researcher (Weiss, 1994), I incorporated it into the interview procedure in order to assist in the data collection process, and to record all important data that were derived from the interview session. It is important to point out that I used tape recorders to record the interview when possible and when permission was granted besides the use of note-taking. The use of audio-taped interviews allowed me to be able to note the body language of the interviewee during the interviews. My role in igniting the conversation was highly necessary and was the main notion kept in mind while interviewing organizational leaders and subordinates in this research. Furthermore, the interviews were guided by an interview protocol embedded with broad open-ended questions that allowed me to obtain meaningful insights into the phenomena. Moreover, besides the interviews, a reflective journal was maintained in order to note

down significant insights and reflections that I obtained from both the organizational leaders as well as the subordinates that participated in the study, thus underlining the importance of reflective journals (Van Maanen, 1990).

3.8 Validity and Reliability

It is important to bear in mind that distinct validation strategy and approaches are not present across the five approaches to qualitative research. However, various important strategies have been found to be frequently employed by qualitative researchers (Creswell, 2007). Validity is seen as the strength of qualitative research and has a major role to play when compared to the notion of reliability and generalizability. Qualitative researchers can use reliability to check for consistency in the theme-development patterns (Creswell, 2007). According to Creswell (2007) there are eight primary strategies that can be used in order to check the validity in qualitative research. In this research the triangulation method was used by triangulating different data sources of information by examining evidence from different sources. For instance, I took into consideration the viewpoints and narratives of both the organizational leaders and subordinates in order to verify the statements. It is important to point out that triangulation assists in ensuring reliability as well as internal validity (Merriam, 1988). A detailed description of the focus of the study, the role of the researcher, the informants, and the context from which the data of the phenomenon was made, thus adding up to the reliability of the study (Creswell, 2007). Additionally, in order to make the research more valid, the use of thick and rich descriptions was made in order to transport readers to the setting and to give the discussions an insightful feel of shared experience (Creswell, 2007). The rich description method of validation can be accomplished using the participants' own wording, including details about the participants. Moreover, the method of member checking was employed by asking the participants to review and judge the accuracy and credibility of the findings and the interpretation of the participants shared experiences. For instance my interpretation as to how the leadership styles of organizational leaders had an influence on subordinates was clarified and cross checked with the subordinates in order to ensure the accuracy and validity of the

findings and interpretation. Besides the use of triangulation, member checking, and rich description to validate the research, peer examination by a doctoral student and faculty member specializing in leadership studies was also incorporated in order to ensure the validity of the phenomenon.

3.9 Data Analysis

Data analysis is essential in order to make sense of the text and image data that were collected during the data collection process. This process was highly significant to the overall value of the research; thus it was essential to deeply understand the data and to make accurate and relevant interpretations of the larger meaning of the data (Creswell, 2007). Basically, in this research based on the data collected, the data analysis was organized according to emerging themes (Holliday, 2002). Bearing in mind the fact that the primary goal of this research sought to understand the role of leadership style in organizational performance, it was important to be able to continuously reflect on the data collected by linking them to the research interest by asking analytical questions and writing memos throughout the study, as suggested by Rossman and Rallis (1998). Moreover, the fact that this was a phenomenological study, deep analysis and understanding of the significant statements collected from the participants were thoroughly considered. Moreover, the generation of meaning units and the development of an “essence” description was highly necessary (Moustakas, 1994).

Primarily, thematic analysis was implemented in this study in order to enhance the data-analysis process. Basically, thematic analysis is a conventional and comprehensive qualitative research practice in which all of the data collected are carefully and thoroughly examined and focused upon in order to identify recurrent themes and issues (Creswell, 1998; Holliday, 2002). The fact that the purpose of qualitative research is to realize the existence of themes or basically a cluster of categories conveying similar meanings, I performed a thematic analysis by deriving themes that emerged from the interview process (Holliday, 2002).

Before proceeding with the data analysis procedure of the phenomenological study, the data collected were prepared for transcription and initial analysis was

undertaken. The transcripts provided a means to do a preliminary analysis and to give myself an opportunity to make any amendments and changes to the data-collection techniques (Krueger, 1998). Once I was content with the transcription, data analysis was conducted. Basically, there are seven main steps that are highly called for in the data analysis procedure of quality qualitative research using a phenomenological study approach and I incorporated them into my research (Creswell, 2007). First, I bracketed my preconceived judgments and biases concerning the role of leadership styles in organizational performance. For instance, I have a bias that transactional leadership is not appropriate for Thai employees. Moreover, I feel that ethnic Indian Thai organizational leaders have some difficulty in dealing with Thai subordinates or even that Thai employees would have a complicated experience interacting with ethnic Indian Thai organizational leaders. Therefore, I had to ensure that I removed all of these biases in order to conduct effective research. Basically, bracketing is a method of describing one's own experiences with the phenomenon of study and the purpose is to ensure that personal experiences, biases, values, and preconceived judgments are set aside. The second step involved the method of horizontalization. This method assisted me in coming up with a list of significant statements with the purpose to develop a list of non-repetitive, non-overlapping statements of the participants' experiences. In order to ensure that the horizontalization process was effective and valid the data analysis was conducted manually, despite the availability of various qualitative data analysis software, owing to the fact that no software or engineered technology can provide the "real essence and meaning" compared to manual thematic analysis. This was important since my dissertation advisor had a strong feeling that I should use manual thematic analysis and her judgment contributed positively to the data analysis process. Finally the themes that I derived were coded and referred to as *in vivo* codes (Creswell, 2007). The *vivo* codes are used in the third step in the procedure for conducting and analyzing phenomenology research using the cluster of meaning method. In this method, a group of significant statements is derived in order to assist in the development of themes. It is important to point out that the audio taped interview data had to be transcribed into text, and based on the transcribed data that were coded, important themes were derived. The fourth step involved developing a textual summary in order to describe what organizational

leaders experienced with regards to their leadership styles and their impact on organizational performance by citing real examples in order to make the description more rich and contextual in nature. The fifth step involved a structural summary in order to describe how the organizational leaders experienced leadership styles and their impact on organizational performance. It was in the sixth step that the essences of the experiences were described in detail using structural and textural descriptions of the phenomena. Finally, the final stage involved the method of reflexivity, in which I reflected on the research process for the purpose of developing personal reflections based on the themes, sub-themes, and experiences of the participants involved in the research. To sum up, the data analysis procedures used in this dissertation based on the recommendation by Creswell (2007), allowed me to familiarize myself with the data collected by reading and re-reading the raw data and making sure to note down all of the emerging themes. Subsequently, I had to generate initial codes by grouping emerging themes and creating codes to guide the analysis of the raw data, and finally I had to synthesize the themes by describing the relationship between the data and consider the linkage between them to enhance the study.

While conducting the data analysis in this research, I kept in mind the importance of the analysis in the sense that the themes I developed from my data had to be relevant enough to capture the key important data that were related to the research questions and that were also able to represent some level of patterned responses or meaning within the data set that were collected at the data collection stage (Braun & Clarke, 2006). To sum up the phases of conducting the thematic analysis in this dissertation, I had to be deeply familiar with the data that I collected from the participants in this research. Moreover, generating the codes and carefully searching for themes and reviewing the themes in order to have a clear understanding of the research made me more effective in illuminating the main themes of this research. Another important phase I heavily emphasized was that of defining and naming themes in order to facilitate the understanding of the research findings for the readers.

3.10 Ethical Considerations

In this research, permission was sought from the participants and consent forms were made available to each participant, along with a detailed description and outline of the study. The research objectives were shared with the participants, both verbally and in writing, in order to ensure clarity. Moreover, written permission was made, and verbatim interview transcripts were made available to the participants. The notion of confidentiality was also respected; for instance, in order to maintain confidentiality, the participants were given pseudonyms and were granted the ability to choose the location of the interview in order to ensure that they felt comfortable.

CHAPTER 4

RESULTS AND FINDINGS

4.1 Introduction

Before proceeding with the chapter it is essential and helpful to remind readers of the background of the study in order to facilitate their understanding of the research. As mentioned in the previous chapter, this dissertation focuses on collecting relevant data from a total of 7 medium and large organizations across various sectors in order to study the leadership styles of organizational leaders and how they affect the performance of the organization. The rationale behind choosing medium and large organizations lies in the notion that these organizations employ at least 250 to 300 employees, thus ensuring the applicability and appropriateness of leadership and organizational theories to these organizations and thus adding validity and reliability to the research.

In this research a total of 17 participants were interviewed across 7 organizations. The participants comprised 7 organizational leaders and 10 employees. Out of the 7 organizational leaders interviewed, 5 were Thai nationals of Indian ethnicity. This provided the opportunity to compare and contrast the similarities and differences in the values and norms in the leadership styles and roles of Thai organizational leaders of different ethnic groups. Moreover, it allowed for an in-depth exploration and understanding of the relatively lesser researched area of leadership styles of ethnic Indian organizational leaders in Thailand, therefore contributing academically to the field of ethnic leadership by shedding light on how ethnic Indian Thai organizational leaders lead organizations within the Thai organizational environment. Besides the organizational leaders interviewed in this study, 10 employees were also interviewed in order to get their perspectives and their side of the story in order to be able to comprehensively analyze and provide readers with a deep understanding of the leadership styles, experiences, and behaviors of

organizational leaders. Among the 10 subordinates interviewed 3 were of Indian ancestry. This interesting demographic proportional observation can be traced to the fact that generally ethnic Indian Thai organizational leaders tend to need ethnic Thai managers and subordinates in order to ensure the smooth flow of operations and to easily assimilate themselves into the mainstream organizational dynamics and markets in Thailand. Furthermore this observation corresponds to a prior study conducted by Theingi and Theingi (2011) in which the scholars highlighted the notion that ethnic Indian Thai organizational leaders and business owners in Thailand tend to employ Thai employees that are not of Indian origin due to the fact that ethnic Indian Thai leaders do not want their knowhow and sensitive information to be shared with other ethnic Indian Thais, who could overtime ultimately acquire the needed skills, capital, and information and open up their own organization, which would possibly turn into their direct competitors in the future. Moreover, it is important to note that all ethnic Indian Thai leaders had a close working relationship with employees that were not of Indian ethnicity and therefore it is not surprising that the majority of the close and trusted employees interviewed were not of Indian ethnicity.

It is also important to inform the readers that the fact that I as a researcher am also a Thai national of Indian ethnicity, and this enhanced the learning and exploratory dimension of the research since I could grasp the underlying essence and meaning of the core cultural values, traditions, and beliefs of the ethnic Indian leaders with regards to the way in which they lead their organizations and how they interact with employees, stakeholders, and other core organizational factors that collectively affect the performance of the organization.

One important occurrence, something that could be described as an ongoing irony while conducting this research, was that the ethnic Indian Thai leaders felt that I could understand them and their leadership principles more deeply owing to the fact that they perceived me as being one of them, or in other words, I belonged to their inner circle and shared the same cultural, traditions, and beliefs pattern as them yet at the same time they at times displayed emotions of skepticism, suspicion, and mistrust with regards to sharing certain sensitive information pertaining to their business operation. Nevertheless, the feeling of “belonging” and “insider” allowed for and created a sense of shared culture with respect to the traditional and belief system,

which enhanced the openness between the research respondents and me, leading to important revelations about their business operations, as can be noted in the themes discussed later in the chapter. One clear indication of the closeness between the respondents and me was the fact that I could converse with them in practically all the languages they were fluent in. The multilingual nature of the conversations with the respondents, be it the use of various different languages such as Thai, English, Hindi, and Punjabi, made the flow of conversation smooth and in depth, but most importantly it allowed the respondent to speak and express his or her heart and mind freely in his or her language of preference. This feeling of belongingness between the participants and me was not limited to just my rapport with the six Sikh participants but encompassed all ethnic Indian Thai participants. However, as noted earlier, it was evident that when it came to personal matters and those involving financial disclosures, it was relatively difficult to encourage them to open up freely. Nonetheless, during the course of the interview the respondents provided substantial financial information, information about sales volume, key customer information, as well as sensitive operational information that were directly related to the performance of the organization. The above-mentioned valuable information was shared substantially and in detail under the themes discussed in this chapter, thus making it valid and reliable while analyzing and understanding the performance of the organizations. Thus I could conclude that my Indian ethnicity acted as a double-edged sword while conducting this research, particularly while engaging with the ethnic Indian Thai organizational leaders. Interestingly and significantly, being a proud Thai of Indian ethnicity and heritage embedded with comprehensive understanding of Thai cultural values and norms, I was able to engage effectively with Thai leaders of non-Indian ethnicity as well. Basically I was able to vividly picture myself as a bridge and a vital connecting link between both Indian and Thai cultures and this enhanced my ability to give this research the valuable essence and contextual meaning it needed in order to comprehensively give an illuminating voice relevant to the area of the study.

4.2 Framework of the Study

A thorough reading and re-reading of the interview transcript was conducted in order to come up with important statements, which were coded and embedded into the participants' transcripts. Once the data were collected they were analyzed and thoroughly revised, coded, classified, and grouped as themes. The fact that coding was used underlines the fundamental core of qualitative data analysis, where evidence and labeling ideas are highly essential in order to provide broader perspectives (Creswell & Clark, 2007). The participants' experiences, expressions of feelings, and body language were all taken into consideration in order to assist in the understanding of the meaning and essence of the topic of study and contributed effectively in helping me to come up with themes that facilitated the narration of the results and findings of the research in a substantially clear and in-depth pattern in order to answer the research questions of the qualitative study in a manner deemed effective and efficient, as posited by Creswell and Clark (2007). Basically, the interviews were all intended to explore and gain a deep understanding of and insights into the experiences and roles of the leadership styles of organizational leaders and how their leadership styles affected the performance of the organization. Despite the fact that some participants were more than willing to have their real names and the identity of their organizations mentioned and illustrated in the research, alpha numeric pseudonyms such as Leader 1 for the organizational leader of organization number 1 and Employee 1 for the employee of organization number 1 were used in order to protect the privacy of the respondents and to maintain confidentiality and to adhere to the principles and guidelines of standard and good research ethics.

4.3 Informants in the Study

Out of the 7 organizational leaders interviewed, 6 were male and 1 was female. As for the 10 subordinates interviewed 6 were male and 4 were female. Detailed descriptive accounts of the participating organization are provided in order to provide a contextual setting for understanding the themes and findings of the research.

Prior to highlighting the important emergent themes, it was important to provide a human face to the participants of this research or in other words a context for the participants to be situated in, thus making it essential to present illustrative data and information from the field about the organizations as well as the participants pertaining to their organization's business activities, as well as the leadership styles of the organizational leaders, both from the perspective of the leader and the employees. Information about the organizations included in this dissertation as well as the experiences and accounts of how the organizational leader's leadership style drives and affects the organization performance are highlighted and described in detail and can be referred to in the appendix section (see Appendix B) of the dissertation. The following chart provides a summary of the participating organizations, leaders, and employees, followed by a brief description of the organizations and the informants.

Table 4.1 Summary of Participating Organizations and Informants

Organization Number	Organizational Leaders	Employees
1: Footwear and Leather Products	Leader 1: Ethnic Indian Thai Male	Employee 1: Ethnic Thai Male
2: Jewelry, Energy, Biogas, IT, Plastics, Real Estate, and Others	Leader 2: Ethnic Indian Thai Male	Employee 2: Ethnic Indian Thai Female
3: Hotels, Constructions, and Real Estate	Leader 3: Ethnic Chinese Thai Female	Employee 3-1: Ethnic Thai Female Employee 3-2: Ethnic Chinese Thai Male
4: Footwear, Bags, and Leather Products	Leader 4: Ethnic Indian Thai Male	Employee 4-1: Ethnic Indian Thai Male Employee 4-2: Ethnic Thai Female

Table 4.1 (Continued)

Organization Number	Organizational Leaders	Employees
5: Hotels, Real Estate, Embroidery Manufacturing and Exports	Leader 5: Ethnic Indian Thai Male	Employee 5-1: Ethnic Nepali Thai Female Employee 5-2: Ethnic Indian Thai Male
6: Logistics and Shipping	Leader 6: Ethnic Thai Male	Employee 6: Ethnic Thai Male
7: Real Estate, Hotels, Residential Development	Leader 7: Ethnic Indian Thai Male	Employee 7: Ethnic Thai Female
Total 7 Organizations	Total 7 Organizational Leaders	Total 10 Employees

4.3.1 Organization 1

This organization is owned by an ethnic Indian Thai family and was established in the 1980s. Over the years the organization has grown exponentially in terms of sales volume and production capacity and now commands a reputable presence. The organization exports most of its products to markets in the Middle East and Africa. Currently the organization employs more than 300 employees and specializes in men's and women's leather sandals and shoes. Besides manufacturing, the organization also engages extensively in wholesale distribution, export, trading, and retailing. Moreover in recent years the organization has also diversified its production line by adding ladies bags to its range of products.

The interview was conducted in the head office of the organization located in a province that is approximately a 45-minute drive from central Bangkok. The vast compound comprised four manufacturing and packaging units and facilities as well as two multistoried office buildings where managers and staff conducted their documentation and office tasks as well as a meeting room reserved for clients, suppliers, and stakeholders.

The main interview was conducted with the organizational leader, who inherited the day-to-day leadership role from his father, who founded the company in the 1980s. The participant Leader 1 is a third generation ethnic Indian male in his late thirties, who seemed to be highly well versed and experienced with regards to the knowledge and expertise related to footwear manufacturing and trading. He has taken up the leadership role since 2006. Though he is not the founder of the company and inherited the leadership of the organization from his father, he is currently responsible for leading, directing, and providing the strategic vision for the organization.

The meeting room where the interview was conducted revealed various important artifacts. For instance, the room had religious symbols of both Sikhism and Buddhism and photos of the Thai royal family. Moreover, it provided a blend of both cultures and signified the fact that the owners' family though ethnic Indian were well aware of Thai customs and etiquette. The room was roughly 50 square meters in size and well decorated and served as a showroom for clients as well as a meeting room for employees. Basically the room was filled with leather cuttings along with sandals and shoe samples and was brightly decorated. I was told that the interview with the organizational leader would be conducted in the meeting room and would be followed by a tour of the factory and culminating with an interview with the factory manager.

4.3.1.1 Leader 1

Leader 1 is an ethnic Indian male organizational leader in his late 30s. He is multilingual and speaks fluent English, Thai, Hindi, Punjabi, and Arabic. This was evident as during the course of the interview he employed all of the above-mentioned languages. At one stage during the interview he had to take an emergency international call from a country in the Middle East for about a minute and I could note that his Arabic was almost native. On my inquiry about his proficiency in Arabic he explained how most of his main clients were Arabs and it was a result of his daily conversation with them that he became so eloquent in Arabic. Leader 1 came across as being a highly confident and outspoken individual. His voice and body language were confident and relaxed and he gave an impression of someone that was certain that he was on the road to success if not already successful in whatever he was engaged in. His tone was that of a leader who really had total control of the organization in the sense that he could respond to all of my inquiries with confidence.

In discussing the importance of leadership to the organization he responded with great enthusiasm and passion, as noted from his focused eyes and controlled hand movements. He often used his hand to emphasize important points during the interview.

4.3.1.2 Employee 1

Employee 1 is one of the most important employees as well as one of the most trusted and valuable individuals in the organization according to Leader 1. Employee 1 serves as the factory manager of the organization and his main role is to ensure effective management and operation of the organization's manufacturing unit. He is an ethnic Thai male employee in his late 30s from the province of Buriram. Employee 1 has over 9 years' experience working with ethnic Indian Thai organizational leaders and thus his views provide a detailed and meaningful insight into the leadership styles of ethnic Indian Thai organizational leaders.

4.3.2 Organization 2

Organization 2 is a large Thai conglomerate founded by an Indian Thai family in the 1980s. The conglomerate has a vast business interest spanning various countries in Asia and beyond. The conglomerate engages in a broad range of businesses related to energy, biogas, information technology, real estate, plastics, trading, exports, diamonds, and jewelry. The head office of the organization is located in the famous business area of Silom. Currently the organization employs a total of over 400 employees across the conglomerate and intends to employ more over the coming years due to further business expansion plans. The organization is headed by an ethnic Indian Thai organizational leader, who also happens to be the founder of the organization.

The interview was conducted with Leader 2 in the meeting room at the head office. The room was decorated with expensive décor and paintings and a large aquarium, and photos of the organizational leader with various government officials and officials of trade and investment boards were noticeable on the walls of the room. Basically, the room gave a sense of professionalism that had been accumulated over the years.

4.3.2.1 Leader 2

Organizational Leader 2 is an ethnic Indian Thai male in his late 50s. Despite being a busy individual, he granted me permission to interview him and was very cooperative since he highlighted that he really supported any initiative that was related to education. Moreover, this interview was possible owing to the fact that one of my classmates during high school was employed as his personal secretary. I was informed that Leader 2 would visit the head office on a particular date and time and I was allotted an hour with him. Having started out with 1000 Baht (US \$30) in his pocket upon his arrival in Bangkok three decades ago, his hard work, determination, and dedication have seen him rise to where he is today. Prior to migrating to Bangkok, he assisted his father in their small family business dealing in plastics in India. According to him his decision to come to Thailand was attributed to various large Indian organizations, such as the Birla group, the Indo Rama group, and other Indian companies having successfully set up their operations in the kingdom, and also due to the fact that in the 1980s the Thai economy was booming and attracting huge foreign investment, thus providing opportunities to foreign companies to tap the Thai market. As a naturalized Thai citizen he currently heads an organization with over 400 employees and is also a part of various philanthropy and social initiatives in Thailand. He has been leading the organization for the past 30 years with immense background and experience in dealing with a vast number of employees, stakeholders, and clients.

4.3.2.2 Employee 2

Employee 2 is an ethnic Indian Thai female employee in her 30s who works as the personal secretary to Leader 2. She has been employed in the organization for over 4 years and is one of the closest aides of Leader 2.

4.3.3 Organization 3

Organization 3 is an organization that engages in ventures related to large and medium-sized hotels, construction, and real estate across the country. The organization was founded in the late 1990s and is owned by an ethnic Chinese Thai family. Besides leading the organization for over 15 years the founder of the organization also has served in the public sector for over 3 decades and despite having retired from public office he continues to wield high influence on the Ministry related

to transportation and highways. Currently the organization is led by his younger sister, who was included in this interview.

The main business engagement of the organization is related to the hospitality sector. The organization has two large hotels in Bangkok and 2 other large hotels in Pattaya. The hotels in Bangkok cater to clients from the Middle East and China, while the hotels in Pattaya mainly serve tourists from Russia and the Middle East. Besides catering to foreign tourists, the organization has 2 other resorts in Huahin and Chaam that cater to domestic clients. Basically, the main business engagement of the organization is related to hotels and hospitality. Additionally, the organization also engages in construction and consultation services and occasionally serves as a consultant to the government and state authorities.

The interview was conducted with the organizational leader and two employees in the conference room of one of the hotels belonging to the organization in Bangkok. The walls of the conference room were decorated with photos of the organizational leader and the founder of the organization in various different meetings and official ceremonies. Basically the impression was of an organization that was well connected with authorities in the public sector and was dedicated to excellence in the hospitality industry.

4.3.3.1 Leader 3

Leader 3 is an ethnic Chinese Thai female leader in her mid-forties. She has been leading the organization for over 5 years. Her inclusion in this research was essential as she could provide insights into the leadership styles of non-ethnic Indian Thai leaders. Moreover, the large scale of her organization's task and functions provided an opportunity to explore and understand the leadership experiences in her organization. Her organization has multiple hotels and resorts across the country and she constantly travels between places in order to manage the organizational affairs and to see that the operations of her organization are effective and efficient.

4.3.3.2 Employee 3-1

Employee 3-1 is an ethnic Thai female employee in her late 30s that works under the leadership of an ethnic Chinese Thai organizational leader. She has been working for the past 4 years in the organization as one of the senior executives specializing in the marketing activities of the organization. Her insights provide a

deep understanding of and insights into ethnic Chinese Thai organizational leadership patterns.

4.3.3.3 Employee 3-2

Employee 3-2 is an ethnic Chinese Thai male employee that works for an organization headed by an ethnic Chinese Thai organizational leader. He is one of the main assistants to the leader and serves as her assistant in running the organization. His feeling and views represent the 6 years he has been employed in the organization and describes the traits and patterns of the leadership roles of an ethnic Chinese Thai leader.

4.3.4 Organization 4

Organization 4 is a relatively young organization that has been dealing in the manufacturing and production of leather goods and tannery for the past 7 years. The organization's main products include footwear and bags that are mainly exported to countries in the Middle East and Africa. The organization employs over 250 employees and plans to employ more over the coming years due to business expansion plans. Besides the manufacturing function, the organization also has two retail stores in Bangkok and one in Pattaya that acts as a retail outlet and showroom for the organization.

I was allowed to visit the two factories of the organization, which was located in an industrial area about an hour's drive from Sukhumvit Road. The interview with the organizational leader and two of his employees was conducted in the meeting room of the factory. Following the interview I was given time to take a trip around the factory to study the production facilities and the work processes. Having concluded with the interview and the trip around the factory, the organization arranged for a driver to drive me to the retail store of the organization in downtown Bangkok. The fact that I was granted permission to visit the retail store there gave me the opportunity to take a close look at the inventory control system and marketing activities of the organization. It was interesting to observe the interconnected linkage from the moment a client enters the retail store up to the production activities in the factory of the organization.

4.3.4.1 Leader 4

Leader 4 is an ethnic Indian Thai male organizational leader in his late 30s that heads an organization engaged in the manufacturing of leather goods and tannery. He is a third-generation Indian with a graduate degree in management. Moreover, his story is interesting owing to the fact that he is the founder of the organization and was once a subordinate working for an ethnic Indian Thai as well. He currently has 2 factories and intends to expand more in the near future. He has been leading his organization for the past 7 years and his experiences and insights provide a meaningful understanding of leadership. His organization currently employs over 250 employees and extensively uses innovation and technology to enhance the performance of the organization.

4.3.4.2 Employee 4-1

Employee 4-1 is an ethnic Indian Thai male employee in his late 20s that is responsible for monitoring and ensuring that the work flow and processes in the factory are in order. His main task for the past 3 years has been to supervise the manufacturing processes and inventory control of the organization and to submit reports and analyses to the organizational leader.

4.3.4.3 Employee 4-2

Employee 4-2 has been working under her organizational leader for the past 4 years. She is an ethnic Thai in her mid-40s and hails from the province of Phetchabun in the north of Thailand. According to her the organizational leader of her organization is able to inspire and motivate employees and has gained their respect over the years owing to his hard work and success.

4.3.5 Organization 5

Organization 5 is a large organization employing more than 600 employees engaged in ventures spanning various industries, including hotels, real estate, embroidery manufacturing, and exports. The organization describes itself as one of Asia's largest and most technologically-advanced embroidery manufacturers. The organization was founded by an ethnic Indian Thai family in the 1980s and is headed by an ethnic Indian Thai organizational leader, who also happens to be the founder of the organization. Since 2013, the organizational leader has been assigning some of his

leadership roles to his successor and he expects to hand the rein of the organization to his son in the near future. His son currently serves as the managing director and was also present during the interview.

The interview with the organizational leader and his employees was conducted in the hotel owned by the organization in downtown Bangkok. Following the interview I was granted permission to visit the lace and embroidery factory of the organization, located about an hour from Bangkok.

The organization initially emphasized the production and trading of batiks and sarongs, a type of traditional wear used in South East Asia. The main markets for batiks and sarongs are the local markets in the country, particularly in the north and south of Thailand. Batiks are also exported to Southeast Asia and countries in Africa. Besides the traditional wear of batiks and sarongs, embroidery lace is also manufactured and has come to be the core business of the organization. Despite diversifying its business ventures, the core business and resources of the organization are engaged in the lace and embroidery sector. Besides serving the growing demand in the domestic market, the organization also engages extensively in export and international trade. The organization's main export markets are countries in Europe and North America. Moreover, the success of its flagship hotel and service apartment in downtown Sukhumvit has given the management of the organization encouragement to open more hotels and service apartments in the coming future.

4.3.5.1 Leader 5

Leader 5 is an ethnic Indian Thai organizational leader in his late 50s that heads an organization that engages in ventures spanning hotels, real estates, embroidery manufacturing, and exports. He has been leading his organization for the past 30 years and has nurtured numerous individuals that have gone on to head their own organization. His open embrace of technology into the organization's work processes as well as incorporating technological and information technology programs, software, and applications into the way he manages and leads people have contributed significantly to boosting organizational performance and he has seen his organization emerge as Asia's largest embroidery manufacturer. Under his leadership the organization has diversified into the hospitality industry, specifically in areas related to high-end hotels and serviced apartments. The core business remains the lace

and embroidery industry and his leadership has seen his organization cement its status as a leading lace and embroidery manufacturer in Asia. Currently his organization employs more than 600 employees and utilizes computerized innovative state-of-the-art embroidery machines imported from Europe.

4.3.5.2 Employee 5-1

Employee 5-1 is an ethnic Nepali Thai female in her late thirties that has been employed in the organization for over 18 years. Her main task is managing the organization's manufacturing units and production process.

4.3.5.3 Employee 5-2

Employee 5-2 is an ethnic Indian Thai male in his late thirties that has been employed in the organization for the past 7 years. His main responsibilities are export promotion and sales tasks. He travels often on foreign business trips and believes that the leadership style of his organizational leader is highly instrumental in making him a better employee.

4.3.6 Organization 6

Organization 6 is one of the country's largest logistic and shipping organizations. The organization was established in the 1970s and became an International Air Transport Association approved agent in the 1980s. The organization headquarters is located in the Ploenchit area of Bangkok and this was the place where the interview was conducted with the participants of this organization. The organization has a total over 400 employees based in 8 branches across the country. Since its inception, the organization has grown from strength to strength and its operation has expanded to cover all major markets across the globe. The main markets for the organization's shipping and logistic services are the countries in Africa, the Middle East, Europe, the Indian subcontinent.

Over the past two decades the organization has been ranked among the top-5 logistic and shipping agents in Thailand and the organization has often been ranked as the most productive IATA-approved organization in Thailand.

4.3.6.1 Leader 6

Participant Leader 6 is an ethnic Thai organizational leader of one of the country's largest logistic and shipping organizations. His views clearly indicated

that organizational structure and chain of command sometimes mediate the role of leadership, especially in instances where the leader is not a founding member of the organization or is not the owner of the organization.

4.3.6.2 Employee 6

Employee 6 is an ethnic Thai in his early 40s that has been working in the logistic industry for the past 14 years. His main responsibility is acting as a supervisor of the cargo department as well as supervising training and development with regards to the use of technological and automotive innovation in order to enhance the effectiveness and productivity of the organization.

4.3.7 Organization 7

Organization 7 is an ethnic Indian-owned real estate, residential development, and hospitality-focused organization whose main businesses are located in tourist hotspots such as Krabi and Phuket, and Pattaya as well as in Bangkok. The organization was founded in the late 1990s and initially focused on building residential units in a province in north-eastern Thailand. Over the years due to growing opportunities in Bangkok and the tourist hotspots of Krabi and Phuket, the organization shifted its headquarters to Bangkok and opened another branch in Phuket to handle the operations of the organization in the tourist hotspots. The organization's headquarters are located in the Sukhumvit area of Bangkok and the interview with the current organizational leader and his assistant was conducted there. The organization engages in the consultation and handling of the construction of resorts, apartments, and hotels in tourist hotspots as well as running boutique hotels and resorts. Currently the group owns four hotels in Bangkok, Phuket, Pattaya, and Krabi. Moreover, the organization also engages in the construction of residential beach front villas in Krabi and Phuket which it sells to high-end clients.

4.3.7.1 Leader 7

Leader 7 is an ethnic Indian Thai organizational leader in his early 40s. He has an excellent academic background in management and the conversation with him revealed meaningful insights into practical leadership roles and dynamics both from the perspective of a street smart organizational leader as well as a highly-educated and knowledgeable person.

4.3.7.2 Employee 7

Employee 7 is an ethnic Thai in her late 20s that has been working for the past 7 years under her organizational leader. She is very close to her leader owing to the fact that she acts as his personal assistant. According to her it is very easy to follow and understand the ideas, strategies, vision, and procedures of her ethnic Indian organizational leader. This can be attributed to the good communication skill of the leader.

4.4 Addressing the Research Question

After conducting the interviews with the participants and analyzing the data gathered from them, four themes and three other important findings outside the main focus of the investigation emerged that fostered and enriched the understanding of the lived experiences of organizational participants with regards to the impact of leadership styles on organizational performance. The interview questions that were utilized (see Appendix A) were crafted in a manner that allowed the participants to discuss and share their lived experiences elaborately and comprehensively.

The themes that emerged and the important issues studied are discussed. The first theme highlights and discusses the importance of leadership to the organization. The second theme describes the style of leadership or the manner in which the organizational leader engaged with the employees and stakeholders of the organization. The third theme explores the dimensions of organizational performance by highlighting the various areas and indicators of performance in the organization that organizational leaders give importance to. The fourth theme brings to light the impacts that the leadership styles of the leaders had on the performance of the organization. Besides the four themes, three other important findings outside the main focus of the investigation emerged. The first important findings focused on other determinants of organizational performance besides the leadership styles of the organizational leaders that impact the performance of the organization. The second important finding outside the main focus of the investigation focuses on how various determinants of organizational performance as well as the development and transformation in the twenty-first century impact the leadership style of organizational

leaders. Lastly, the third important finding outside the main focus of the study explores the influence of ethnicity on leadership roles and this was vital owing to the fact that 5 out of 7 organizational leaders were Thai organizational leaders of Indian ethnicity. Thus this part assisted in illuminating the influence of ethnicity on leadership roles.

Basically the first research question aimed at understanding the importance of leadership and subsequently identifies the different types of leadership styles prevalent in the organizations studied. Data analysis revealed two major themes, the importance of leadership and the styles of leadership, which were relevant to the research question.

4.4.1 Theme 1 (Importance of Leadership)

In the first theme the participants described the importance of leadership to the organization.

4.4.1.1 Setting Visions, Goals, and Objectives for the Organization

Based on the shared experiences and anecdotes provided by the participants it was evident that providing the organization with a strategic vision, plans, objectives, and a sense of direction was seen by all leaders as a priority. For example, the majority of organizational leaders described how a sense of unity among all of the departments and units within the organization was vital in order to collectively pursue a common vision to become one of the leading organizations in their respective industries. It was observed that organizational leaders regularly conduct and preside over departmental meetings in order to get feedback about the operations and to guide the organization. For instance Leader 1 noted how the strategic plans that he communicates regularly during meetings and day-to-day inspections of the factory focus on increasing the customer base, expanding markets, boosting profitability, and introducing innovative technology in order to make the production process more efficient and effective. Furthermore, Leader 1 mentioned that he personally inspects and evaluates the performance and operations of each department in the organization to ensure effective operation as well as to ensure that the various departments in the organization are coordinated and work as a team. Leader 1 continued to reveal that some leaders in other organizations tend to delegate

a lot to their production and inventory managers with respect to the relationship with suppliers, but he tends to have a leadership style that engages actively and directly with suppliers and this has led to a closer working relationship with suppliers that has ultimately added value and benefits to the organization, especially with regards to inventory procurement, management, and cost control.

4.4.1.2 Providing Strategic Vision and a Sense of Direction

The important role of organizational leaders in providing a strategic vision and a sense of direction for the organization was exemplified by all of the organizational leaders, who stressed that the leadership role was highly important since leaders were responsible for laying out the strategic vision of the organization and acting as a guide to take the organization forward. The strategic vision and guidelines that are communicated by the organizational leaders to the stakeholders of the organization were seen by all participants as highly important and magnified the importance of the leadership role. For instance Leader 2 stated that the importance of his leadership was highly vital for the organization owing to the fact that an effective leader needs to be able to guide, mentor, and encourage employees and stakeholders to believe in themselves and to work confidently. According to him leading an organization requires astute knowledge about all of the stakeholders in order to ensure that all those concerned with the organization are satisfied. Though his body language posture and low voice tone projected his humility, Leader 2 was quick to highlight the fact that his leadership competencies have contributed positively to the performance of the organization over the years. According to him his expertise and vision have resulted in the organization's manufacturing unit in a neighboring province northeast of Bangkok to achieve ISO standards, which has ensured that the products of the organization meet international standards. According to him, the above-mentioned manufacturing unit manufactures a range of containers and tanks for water storage, septic treatment, and chemical storage of international standards. He proudly brought to my attention that the plastic manufacturing unit of his organization was one of the first plastic manufacturers to receive industrial certification under the Thai Industrial Standard Institute.

One interesting anecdote while discussing the importance of leadership with the organizational leaders was the viewpoint of Leader 2. He noted that under his

leadership and through his leadership style the organization has focused on three main aspects that embody the brand of his organization, which in turn foster the creation of circumstances and situations that protect the stakeholders of the organization. First is the notion of acting as a creator whereby the organization creates circumstances and situations that lead to enhancing the quality of life for all the stakeholders of the organization. Secondly, the organization acts as a destroyer whereby under his leadership the organization intends to destroy all the barriers that come between the stakeholders of the organization and their goals. Finally, the third notion that represents his leadership vision is to act as a protector of the interests of all stakeholders, a protector of the environment, and a protector of ethical values in order to ensure fairness for all the internal and external stakeholders of the organization. According to him these 3 notions drive the values and purposes of his organization. The importance of strategic vision was also exemplified by Leader 5, who highlighted the importance of his leadership for the organization by stating that his strategic vision and leadership have seen the organization emerge as one of Asia's largest embroidery and lace manufacturers. He pointed out that under his initiative the organization has openly embraced technological innovation in the organization's work processes as well as incorporating technological and information technology programs, software, and applications into the way he manages and leads people, thus contributing significantly to boosting organizational performance. Moreover his initiatives have seen his organization emerge as one of Asia's largest embroidery manufacturers.

4.4.1.3 Leaders Guided Organizations toward Higher Effectiveness and Efficiency

It was evident across all organizations that the organizational leaders brought about higher effectiveness and efficiency in the organization by coming up with strategies to enhance the operations of the organization as well as inspiring employees and stakeholders. This point reflected the viewpoints of all organizational leaders and was summed up by Leader 4, who believes that his open embrace of innovation and technology and encouraging the comprehensive use of it across the organization in all key areas of production have boosted the performance of the organization. According to Leader 4, his leadership plays a highly significant role in

determining the performance of the organization. For example, he pointed out that his introduction of innovative technological software to track retail sale and to link them directly to the manufacturing unit provided the staff in the factory with retail trends and sales patterns. This initiative on his part provides the organization with valuable information that can be used to implement production and marketing activities that help to boost the overall performance of the organization, be it in the areas of production, sales, marketing, or inventory control.

He noted how his leadership is vital because it serves as a drive and context for the organization to move toward its goals and objectives. He illustrated the case of many organizations in the footwear industry in Thailand whose performance begins to drop once a leader relinquishes his leadership role or once a new leader is hired. According to him he tries to be an effective leader by working tirelessly in order to be able to comprehensively understand the operation of the organization and to practice a hands-on approach in order to capture the underlying essence of the organization. He strongly believes that a leader should be able to inspire and lead people by example and to ensure that employees understand the vision and objectives of the organization.

It was also noted that the strategic vision of the organizational leaders created a stronger and more competitive organization that possibly would not have been possible without the keen interest and input of the leaders. For instance Leader 6 pointed out that as a leader he has contributed to the organization by initiating strategic alliances with logistic agencies in more than 40 countries across the Middle East and the African continent in order to improve the logistic services to the clients of the organization. This example highlights how the initiative of organizational leaders can enhance the operation of the organization, especially in expanding its presence and performance in today's globalized economy.

4.4.1.4 Expansion and Diversification Strategies

It was clearly evident from the conversations with the participants that organizational leaders gave high importance to diversification and expansion strategies in order to boost the performance and competitiveness of the organization. Perhaps this could be attributed to the fact that the business environment was becoming more competitive and hostile; thus organizational leaders needed to

constantly adapt in order to ensure profitability and success for the organization. For example, Leader 2 stated that his diversification strategies have been highly vital to the progress, growth, and sustainability of his organization. He highlighted that under his leadership the organization, which started out with a modest beginning in the 1980s by focusing initially on just the jewelry sector, has diversified successfully into various other sectors in order to expand its operations and to make the best of available opportunities. He narrated to me how his passion and drive have seen the group steadily and firmly expanded its operation. The organization currently has interests in diamond and jewelry manufacturing and trading, plastics, information technology, the power sector, and the real estate industry. He noted that his passion for diversification and expansion has helped the conglomerate expand into various diverse industries catering to different clients across different countries.

Another important observation noted that organizational leaders that are aware of the developments in their industry can positively adapt their strategies in order to reap the benefits of changes in the public policies of the government. For instance, Leader 3 stated that her importance to the organization was in laying out the groundwork for the expansion and growth of its operation, and that her plans and guidelines were highly instrumental in making the organization successful. She described how her vision and strategies benefited the organization by highlighting an example of how she targeted the Middle East market. She pointed out that she saw an opportunity in the Thai government policy to boost medical tourism in the country. She elaborated that with the government policy focusing on patients and clients from the Middle East, she saw an opportunity and decided to target new markets in the Middle East by heavily focusing her marketing and promotion resources in that region in order to get more clients for her hotels and resorts. Moreover, she pointed out that her leadership role was highly important to the organization, as she regularly attends hospitality seminars and workshops conducted by both the private and public sector in order to access to information that could be used to boost the performance of the organization. The fact that the hotels operated by her organization are members of the Thai Hotel Association has given her organization access to information and developments that have facilitated cooperation and coordination with other hotels, as well as the government sector, with regards to the exchange of knowledge,

technology, know-how, and problem solving. She highlighted how the association facilitates the promotion of the hotel business through government policies that seek to boost the tourism and hospitality sector in the country. Moreover, being a member of the association also enables her organization access to training programs and seminars in the field of hospitality and tourism industry hosted by both the private and public sector, which positively affects the performance of her employees and the organization as a whole due to increased networking. Similarly, this notion of keeping up with new developments and opportunities was exemplified by Leader 4, who highlighted the importance of his leadership for the organization with the example that his drive to succeed and constantly develop keeps him constantly on the move to improve and expand his organization. He pointed out the example of continuing talks between his organization and the Ministry of Commerce in a Middle Eastern country for future plans to set up a manufacturing unit in that country in order to easily access the Middle East markets and to enjoy the tax breaks and incentives provided by the government. Thus he highlighted a central theme that has been expressed by many leaders that organizational leaders need to constantly be on the lookout for opportunities to boost the organization's performance and to make the best of the opportunities that come its way.

Diversification was evidently important for organizational leaders most likely due to the fact that it provided organizations with increased revenue and a new channel to expand their business. Perhaps this could also be because of the fact that the traditional business operations they were dealing with were not as rewarding as they used to be, leading them to expand and diverse into more lucrative industries. This point can be exemplified by the revelation by Leader 5, who described how under his strategies and guidance the organization has diversified into the hospitality and real estate industry, thereby increasing the revenue and profitability of the organization. He highlighted how under his leadership the organization has diversified from its core business of lace and embroidery manufacturing into the hospitality industry, specifically in areas related to high-end hotels and serviced apartments. One of his main achievements in the hospitality sector is the successful operation and high-revenue-generating high-end hotel located on the main Sukhumvit road. The success of the hotel has provided the organization with a strong recognition in the

hospitality industry and has provided added impetus for the organization to build more hotels in the near future. Similarly, other leaders such as Leader 7 also emphasized how under their leadership the organization has expanded and diversified its operations and has entered the mainstream residential and hospitality markets in tourist hotspots, such as Krabi and Phuket. For example Leader 7 pointed out that under his leadership the organization has expanded its operation and currently engages in consultation and the handling of the construction of resorts, apartments, and hotels in tourist hotspots, as well as running boutique hotels and resorts. Currently the group owns four hotels in Bangkok, Phuket, and Krabi. Moreover, the organization also engages in the construction of residential beach-front villas in Krabi and Phuket. Furthermore, he highlighted the importance of his leadership to the organization by actively engaging with all stakeholders in order to improve the organization.

4.4.1.5 Dealing with Organizational Challenges

Virtually all organizational leaders described how the role of the leader is magnified when the organization faces challenges and obstacles, thus highlighting the importance of effective and visionary leadership for the organization. For instance, Leader 1 pointed out the strategic manner of his response to the challenges imposed on the organization owing to the higher cost of labor and intense competition from countries in the region. His response has led to the expansion and diversification of the organization. One important incident that manifested the importance of the role of his leadership for the organization was the challenges that hindered the competitiveness of the Thai footwear industry owing to higher cost of labor in the country and increased competition from China and Vietnam.

For example, he mentioned how the policy of the Thai government to increase the minimum wage in the country affected the overall production cost of his organization and adversely affected the profitability and operation feasibility. In order to tackle this issue he initiated the opening of another production unit in neighboring Myanmar in order to take advantage of the lower cost of labor and production in that country. This initiative under his leadership has not only helped the organization become more efficient but also demonstrated his vision and leadership skills in facing challenges and obstacles in various ways. For instance, shifting some production

activities to Myanmar resulted in lower production cost, thus helping the organization save costs as well as providing the opportunity for the organization to expand its presence in the ASEAN region. Moreover, it provided employees with inspiration in the sense that in running an organization there will always be new obstacles and challenges in running it, but the important thing is to respond to these challenges effectively in order to safeguard and enhance the performance and overall sustainability of the organization. Basically, Leader 1 tried to emphasize the fact that the competitive nature of the footwear industry, coupled with challenges arising from both within and outside the country, made it necessary for organizations in the industry to have highly energetic, self-driven, competitive leaders that are focused on helping employees improve in order to ensure that the overall performance targets of the organization are achieved.

It can be conclusively noted from the above discussions with organizational leaders that various important elements make up and support the notion that leadership is important to the organization. For instance it can be summarized that leaders pointed out that their strategic vision and thinking were crucial in terms of the performance of the organization. This notion was reflected in the interviews with the leaders, especially with regards to how they set out plans and objectives for their employees and the organization as a whole.

4.4.2 Theme 2 (Styles of Leadership)

The second theme, the styles of leadership, refers to the manner in which organizational leaders engaged with the employees and stakeholders of the organization. Before proceeding with Theme 2 it is important to point out how it is different from Theme 1. Basically, Theme 1 focused on how leadership is important to the organization in the sense that leaders provided organizations with strategic planning, visions, and thinking. Moreover, it reflects how leaders provide guidance and a sense of direction for the organization. On the other hand Theme 2 refers to how organizational leaders engage with the employees and stakeholders of the organization. For instance, it reflects how they respond to and encourage feedback from employees, how openly they interact with employees, and other key elements of the organization.

4.4.2.1 Leadership Style that Encouraged Open Communication in the Organization

Open communication between the leaders and employees was seen as essential by the majority of the participants. Examples that highlight this notion were noted, for instance in the case when Leader 1 described how he communicates regularly with employees the strategic vision and plans of the organization in order to make them understand what the organization stands for and what it aims to achieve. For example, he noted how he openly communicates with his managers about the expected production volume as well as the expected sales target of the organization based on his assessment and evaluation of the market. Moreover, he takes the opportunity to constantly remind them with feedback on their performance level and how they can improve and boost the overall performance of the organization. The fact that Leader 1 constantly encourages and supports employees with feedback and tips in order to improve their performance reflected the importance and benefit of the open communication between the organizational leaders and their employees.

The employees' accounts exemplified that all of them preferred leaders that allowed employees to share their ideas and viewpoints. Perhaps this was because they felt more empowered and valuable since their feedback and ideas were heard and taken note of. The sentiments of all employees were summed up by Employee 1, who said that he enjoyed working under his leader because he allowed employees to share their viewpoints, feedback, and he admired the fact that his leader practices an open channel of communication. He pointed out that Leader 1 also demonstrates a leadership style that is characterized by a good working relationship with all employees. Moreover, the leader tends to lead the organization with clear vision and strategies. Additionally, he tries to lead by example, has a good knack in communicating with employees, and most importantly he is willing to listen to feedback from employees.

In an organizational setting it is beyond doubt that the listening skill, especially in cases where organizational leaders take the time to listen to subordinates, may likely be viewed upon as a simple task but in reality its essence and ramifications are highly crucial. For example Leader 2 described how he is open to listening to other people's ideas and viewpoints in order to get their side of the story about the

organization. He expressed the idea that leading people is not a simple task but requires deep understanding of the needs of employees and what they want to achieve. Most importantly, he firmly believes in leading in a way that is able to win the hearts and minds of the employees. Listening to their needs is possibly one of the simplest yet meaningful ways. Furthermore, honesty can be viewed as highly essential in order to make employees understand their strengths and weaknesses. For example, Leader 2 highlighted that he tries to be honest with employees about their strengths and weaknesses in order for them to be able to improve and develop their skills and know-how accordingly. According to him leading an organization requires articulate knowledge about all the stakeholders in order to ensure that all those concerned with the organization are satisfied.

The accounts of employees in this research cement the point that employees love to be heard. For example, Employee 2 noted that her leader loved to hear contributions from all the stakeholders of the organization. This notion makes both the leaders and the subordinates open to each other and perhaps create a closer bond and relationship between the leaders and employees. According to her, Leader 2 is a very humble and down-to-earth individual that actively incorporates Hindu spiritual morals and values in his leadership style. She highlighted that he is humble, understanding, and concerned about employees' welfare and conditions and follows an open door policy with employees. She noted that Leader 2 practiced the empowerment of employees and encouraged employees at all levels to share their ideas and input in order to contribute to the positive performance of the organization. Employee 2 indicated that she regularly accompanies organizational Leader 2 and his senior executives to manufacturing sites and meetings with clients and stakeholders, thus making it possible for her to observe closely his interactions and leadership style and the impact they have on the organization. She told me that during visits to manufacturing sites outside Bangkok, Leader 2 would always make it a point to invite the operational level staff in the factory to participate in the meetings with the senior executives in order to be able to learn from them the details about the manufacturing unit.

It was noted across all of the organizations that the leaders understood that by encouraging employees to share their feedback, they felt trusted and special

because they could communicate openly with the leaders. This sentiment was reflected in organization 3, where the employees working for Leader 3 described her as very warm and friendly with them. For instance, the employees highlighted how Leader 3 allows the employees to share their viewpoints, expertise, and knowledge in the marketing and promotion campaigns, thus making the employees feel empowered and motivated to give it their best effort. Furthermore, they explained how the trust and confidence that Leader 3 has towards her employees make employees more committed and dedicated to the organization.

It is vital to state that the organizational leaders in this research understood the positive effect that teamwork and coordination can have on the overall performance of the organization. For example, the participants in Organization 5 noted that Leader 5 encourages teamwork and coordination among the employees in carrying out their roles and responsibilities. Moreover, the leader uses rewards and incentives in accordance with the employees' appraisal in order to motivate and encourage them to work harder. Additionally, Leader 5 is someone that takes the frontline in times of crisis in order to guide and ensure that the organization is able to operate effectively and profitably. Additionally, the leader trusts and delegates employees and encourages them to take critical decisions. Most importantly Leader 5 can deal with stakeholders from all ethnicity.

The majority of the organizational leaders indicated that they tend to be open and transparent with employees when providing input as well as feedback. This gesture would most likely help build trust and loyalty in the organization. For example, it was highlighted how this effort to understand and listen to employees would most likely increase the understanding between the leaders and employees and thus help create an excellent working relationship. Moreover, it was noted that sometimes employees are tired or lack confidence in meeting some assignment deadlines and the client's demands but due to the leader's enthusiasm they are able to lift themselves and work energetically towards accomplishing the task.

It is important to point out that Leader 4 relatively had a more rigid outlook with regards to leading his employees compared to the other organizational leaders. According to him his style of leadership is a combination of participative and autocratic styles. The fact that he used these technical leadership and management

terms and vocabulary during the course of the interviews could be attributed to the fact that he attended university and has a degree in management. He highlighted how he rarely delegates the important functions of the organization, such as expansion planning, production volume control, key clients' account management, or confidential financial information and transactions. Furthermore, Leader 4 pointed out that despite the fact that he engages the employees in the decision-making process and is open to feedback the decisions pertaining to the organization are mainly based on his opinions, views, and judgments. Leader 4 explained to me that employees need to have leaders that are always expecting them to improve in order to bring out the best in them. If leaders tend to relax and sit back, employees may lose focus and this will adversely affect their performance.

4.4.2.2 Leadership Style in Relation to Fostering Teamwork and a Harmonious Work Environment

The leadership style of the majority of the participants fostered teamwork and encouraged a harmonious work environment for the employees. For example, Leader 1 clearly revealed that his leadership style focused on maintaining good work relationships with senior managers and employees as a whole. Senior managers are treated with respect and as part of the family and accompany him on foreign business trips in order to collect new production technology and to tap new markets. He prefers to engage actively and aggressively in reward and incentive programs in order to encourage employees to help in cost cutting and improving their performance. One such initiative was establishing overtime pay, yearly bonuses, and paid leave. Employee 1 pointed out how Leader 1 listens to employees' feedback and input in order to ensure a harmonious work environment. He stated that sometimes the organizational leader brings in two or three supervisors from India to help oversee the operations of the organization. According to him these Indian expats do not have the same understanding of Thai values or culture as the owner family and the organizational leader and this sometimes creates conflict between the Thai managers and the Indian expats. However, these are not substantial issues and are resolved when the organizational leader listens to the feedback and comments from the Thai managers and when he himself intervenes to explain to the expats their roles and responsibilities as well as helping them to understand the cultural norms in Thailand.

For instance, certain expats from India initially did not give much importance or respect to the rank or age of other employees, thus sometimes causing friction. However with time these issues have been resolved.

One important point that deserves special mention is how a clear interpretation of the sufficiency economy principle can help organizations accomplish a harmonious workplace. This notion was exemplified by Leader 2, who said that he gave high importance to teamwork and stressed that his style encourages employees to help one another, resulting in a united organization. It is important to point out that Leader 2 was very eager to share his views on the sufficiency economy principles and guidelines. He believed that in order for leaders to be successful it would be wise to follow the footsteps, teachings, and guidance of His Majesty the King of Thailand, especially those related to the sufficiency economy. He illustrated how being able to lead employees by encouraging them to be happy and content with their work and responsibilities can positively boost the performance of the organization. He highlighted that when one is content one can work with less despair and worries, and thus performing his or her task better and more effectively. Thus he tries to adapt his leadership style, keeping in mind the notion of contentment and the “middle path” in order to bring out the best in his employees. For example it was noted in a conversation with him that he tended to be more compassionate about and understanding of employees’ concerns and needs in order to be able to lead them more inspirationally. He gave new employees enough time to adapt and settle down before expecting results and a high performance from them. He highlighted that he was more tolerant and more practical in his expectations when it comes to employees’ performance, thus providing employees with a harmonious and flexible work environment, which in turn boosted their performance.

It was easy to observe that the organizational leaders across all of the organizations made sure that there was a sense of harmony and teamwork in the organization. For example, the employees employed in Organization 3 felt that their leader encouraged collaboration and teamwork among them in carrying out their roles and responsibilities. She repeatedly stressed that her employees were like her family and she treated them with respect and honor. Other leaders also shared similar views. For example, Leader 6 stated that that his leadership style was strongly focused on

fostering teamwork and unity in order to provide the best service and quality for the clients and all stakeholders. Moreover, Leader 7 highlighted that his style of leadership focused on acting as a mentor and a pillar of support, where employees can find support and advice in order to be able to effectively carry out their tasks. He stated that his style of leadership was more inclined towards transparency and accountability and relies extensively on control and monitoring. According to him, this was essential since the real estate and hospitality industry requires strict financial and accounting management in order to be competitive and profitable. Moreover, he was quick to point out that his style of leadership aimed at focusing on all aspects of organizational dynamics and operations by focusing on the well-being and success of not just the organization but of all employees, communities, and stakeholders involved with the organization.

4.4.2.3 Participative and Democratic Style of Leadership

The key aspects of the participative and democratic style of leadership were observed across all organizations. Leader 1 stated he empowered employees and gave them immense opportunities to participate in the decision-making process of the organization. Furthermore, he stressed the importance of coaching and mentoring employees in order to help them improve their skills and to increase their confidence in carrying out their task. Thus he described his leadership style as one that manifested traits of both a leader that motivates using monetary incentives and rewards as well as a leader that tries to mentor, guide, and inspire employees through words and actions. Moreover, he indicated to me that his actions demonstrated a participative style of leadership due to the fact that he constantly encouraged employees to share their ideas and input, which ultimately benefited the organization. Moreover, Leader 1 discussed the positives of his leadership style with me openly. He stated that he focuses on bringing out the best in employees by trying to energize and motivate them through his words and actions. He highlighted how he tried to empower employees by giving them the opportunity to participate in the decision-making process in key areas of the organization, such as product design, product ideas, and the production process as well as the incentive programs, in order to make them feel important and special. He pointed out how such actions positively increased employees' morale and commitment to the organization and directly improved their

productivity, which in turn positively enhanced the performance of the organization. Employee 1 felt that the employees in Organization 1 were encouraged to share their ideas and feedback and were rewarded for bringing up innovative ideas and products.

Basically organizational leaders were concerned and gave importance to what they needed to do and how they needed to do it in order to foster their style of leadership and bring out the best in their employees. For instance, Leader 2 stated that he gave full freedom to employees to come up with new product ideas and markets in order to make them feel valuable and that he delegated important task and duties. According to him, he practices a participative and supportive style of leadership that encourages teamwork, hard work, and open communication between the management and employees. Besides using the conventional reward and compensation packages that are intended to motivate and encourage employees, he also tries to inspire them through his words and actions. According to him some employees are motivated by monetary rewards while others look out for inspiration that can be transmitted by the transformational leadership style of an organizational leader. Thus he encourages employees to improve their skills and knowledge through regular training programs and skill development seminars that span employees at all levels. Moreover, his democratic and participative style of leadership was manifested in his openness and willingness to allow employees to be part of the decision-making process. For instance, he highlighted that his executive team is consulted and engages in the decision-making process with regards to venturing into new fields and new industries. According to him one example of the benefit of empowering employees was the organization's venture into the information technology industry. He pointed out that it was a result of a feasibility study conducted by his executives with almost no involvement on his part except for the final authorization. Thus he highlighted that he tends to provide a harmonious work environment that supports employee participation and engagement that facilitate the operations of the organization.

According to the majority of the informants, one of the main positives of the participative and democratic leadership style was that it seeks to delegate and empower employees in the operation of the organization. For example Leader 3 highlighted that her style of leadership is of a highly participative nature and is deeply focused on employees' welfare and benefits.

She mentioned that she embodied the spirit of ethnic Chinese-Thai leadership where family members are all involved in the management and running of the organization and are dedicated to and immerse themselves in the success of the organization.

Moreover, she believes that open communication between the employees and management in her organization was essential in order for the work and task processes to be effective. For instance she put forward the fact that she believes that collaboration and cooperation between the management and employees are essential in order to achieve the organizational objectives. Moreover, she believes that her employee-oriented leadership style has assisted in motivating employees to care more about the organization, thereby resulting in higher commitment and dedication on the part of the employees. Thus, according to her, employees that are motivated and satisfied are essential in enhancing the performance and operation of the organization. She noted that her empowerment of employees had a role in enhancing the employee productivity in the organization.

The employees in Organization 3 stated that their leader encouraged them to participate in the strategies and plans related to the organizational process. They noted that Leader 3 exhibited a leadership style that could be described as democratic and participative in nature. The employees narrated how Leader 3 often delegates important operations and tasks related to marketing and promotion activities to her and her team. For instance, they highlighted how Leader 3 allows employees to share their viewpoints, expertise, and knowledge in marketing and promotion campaigns, thus making employees feel empowered and motivated to give it their best effort. Furthermore, they explained how the trust and confidence that Leader 3 has in her employees make the employees more committed and dedicated to the organization. However, they noted that some employees were confused and indecisive in carrying out their task and they recommended that the leader needs to be stricter, especially with new recruits and employees that are not internally driven to perform.

Similar views were shared by other participants. For example, the participants in organization 6 stated that the participatory style of leadership fostered the flow of knowledge and skills in the organization. Leader 4, despite admitting that he is perceived by his employees as being relatively autocratic in nature, still allowed

the employees to give feedback and to state their viewpoints. Leader 5 stated that he strongly encouraged employees to participate in key areas of the organization decision-making process and asked for their input in boosting the operations of the organization. Employee 7 pointed out that the leadership style of her leader comprises both a type of leader that uses monetary incentives and packages as well as a more personal style involving coaching and mentoring notions of leadership, but for her personally she feels that she is fascinated and motivated by the charismatic nature of her leader, for example, the way he tries to teach employees with respect and with the intention to really improve them, not just for the organization but for their own development. According to her the leader has faith in the employees and trusts their ability and know-how and shows it by empowering employees and delegating to them important tasks such as visiting and inspecting hotels outside Bangkok, following up on residential projects, and coming up with feasibility studies of new opportunities and markets.

It can be conclusively noted from the above discussion that both the organizational leaders and employees encouraged open communication in the organization. The importance of feedback as well as input from both leaders and employees were essential in moving the organization forward. Moreover, simple tasks such as listening and being honest with employees go a long way in building trust and loyalty in the organization, which eventually results in a more harmonious and team-oriented work environment. Furthermore, it can be noted that a participative and democratic style of leadership was favored by almost all of the participants since it fostered and facilitated the performance of the organization.

4.4.2.4 Organizational Leaders Adapted Their Leadership Style Based on the Situation and Context

The data analysis also revealed a very important aspect that the leaders adapted their leadership style based on the situation and context, showing a hybrid of both the transactional and transformational traits of leadership style. For example, in the case of Leader 1, he stated that his style of leading people was not rigid and could be adapted to suit the situation. He noted that though his style of leadership was more oriented towards a style that focuses on the use of rewards and incentives to motivate employees, he also tries to lead by example and he views himself as a leader that has

the ability to inspire employees to follow his style and behavior in dealing with the operations and activities in the organization. According to him his employees are inspired by his actions and energy in dealing with challenges and obstacles, as well as his constant encouragement and guidance of the employees.

Perhaps it would be fair to say that the organizational leaders understood that monetary rewards alone could not always guarantee the employee's motivation. For example, Leader 1 stated that he used both monetary rewards and a personal human touch to show that he cared about the employees, thus highlighting that his style of leadership was not rigid. He highlighted how the focus on mentoring and coaching employees resulted in higher employee morale and confidence. Additionally, various leaders stressed that the transformational aspect of leadership style was evident in their care and concern for employees. For instance, Leader 1 noted that when his employees are in his presence they are more confident and intellectually stimulated and are able to deal with the challenges and demands of the organization more effectively. He credits this to the confidence that he showers on them and makes them more willing to be creative and stimulated to share their viewpoints. Moreover, Leader 1 highlighted that his role as a mentor and coach for the employees positively affected their skills and performance since he tries to show them how to carry out their tasks in a more systematic manner and encourages them to work in teams and to contribute towards the goals of the organization.

According to him the development of employees' skills was important not just for the benefit of the organization alone but also for the employee's personal aspirations and career path. For example, he pointed out cases of employees starting out by carrying out minor tasks such as leather cutting and trimming, but with regular training and experience over time are promoted to higher-paying tasks such as quality control and more specialized tasks such as the assembling of the leather sandals. This development on the part of the employees can be attributed to the training and development initiatives that he encourages his employees to enroll in. Thus it is evident that employees are required to enroll in regular training and development programs in order to enhance their skills and capabilities for their own benefit as well as the overall benefit of the organization. Furthermore, he explained to me how the training and development programs that he has initiated make employees more

proficient in the use of innovative technological programs that directly facilitate the production and marketing process of the organization. According to him training is provided on the factory premises in order to ensure that the employees are able to understand the functionality, utility, and benefits of the innovative technological programs in the real life operational setting.

The conversation with the employees highlighted the fact that the leaders used a combination of both transactional and transformational aspects of leadership. For example, Employee 1 noted the notion that his leader falls more into the style of leadership, where an attempt is made to use “carrots and sticks” to motivate employees. Moreover, the leader allows for participation and also provides guidance to employees.

Based on conversations with the organizational leaders it could be said that the leaders could identify how to adapt to different employees. For example, Leader 2 pointed out that he tries to use monetary rewards with employees that are highly ambitious and focused only on the monetary aspect of incentives. However, his main concern was to inspire employees and give them that needed spark to help them be more creative and confident. Most of the leaders expressed the idea that it was important for organizational leaders to adapt their leadership styles based on the employees available. For example, Leader 2 highlighted that he tends to build general ideas in his mind about employees’ capabilities and abilities and delegate tasks and duties to them based on the perception he has about them. He expressed this feeling about delegating roles and duties in the Hindi language, which could be translated in English as “we know how much water the man is in,” which could be put in a more contextual manner and the meaning would be “we know how capable the man is before we delegate to him the tasks.” Moreover, he tends to encourage employees to acquire new sets of skills and knowledge in order to be delegated more roles and responsibilities.

It can be noted that the employees in the organization were concerned about their monetary needs as well as their career development. Perhaps this could be the most likely reason why organizational leaders strived to ensure that both the monetary needs as well as the emotional needs of employees are met. For example Leader 3 stated that she was highly focused on employees’ welfare and concerns and

ensured that employees are happy with the monetary incentive. She also indicated that she cared about the career path and development of employees and tried to provide support and consultation for employees when needed. Similarly, Leader 4 highlighted how he used both the transactional and transformational aspects of his leadership style to lead the organization. Moreover, he tries to lead by example and he has noted that employees try to follow his footsteps in dealing with the organizational stakeholders. Nonetheless, Leader 4 stated that the leadership style that is most suited for him and is evident in the outcomes in terms of the organizational performance is the transactional style. For example he mentioned how he ensures that employees are provided with a competitive compensation and incentive package in order to motivate and encourage them to work hard. He noted that the factory employees in the footwear industry easily change organizations thus it is essential to provide them with attractive compensation and pay package in order to retain their services. Furthermore, he stated how his autocratic nature micro management style ensures that employees are always on their toes and focused on accomplishing their tasks and responsibilities. He said that he tries to provide inspiration to his employees through coaching, mentoring, and encouragement in order to stimulate their creativity and confidence. Like all of the other leaders, Leader 5 stated that he tends to lead by example and makes sure that his employees are happy with both the monetary aspects and the opportunities for career growth and development. An interesting account of the leadership style of Leader 5, particularly with regards to the notion of leading by example, is reflected in a standout experience faced by his organization. Leader 5 narrated how during the floods of 2011, which affected Bangkok and nearby provinces, he had to put together all of his expertise, courage, and conviction in order to guide the organization through the challenge. Reflecting on those floods, he noted how with his employees they had to ensure that production had to continue as well as ensure that the machines and equipment were swiftly transported to safer ground as soon as any imminent threat was identified. Thus basically he had to manage the situation to ensure that the production capacity, though reduced due to the floods, continued in order to meet the requirements of the clients. He pointed out how sandbags were extensively used to protect the parameters of the factory, especially in areas where heavy machinery and technological equipment were installed.

One outlier observation was the case of Leader 6, who stated that he had to adapt his style significantly to the prevailing organizational structure of his organization. Perhaps this could be attributed to the fact that he was the only leader interviewed that was not the owner or a family member of the owner of the organization. He went on to suggest that his actions manifested a hybrid of both the transactional and transformational leadership styles through the use of monetary rewards as well as mentoring and coaching to help employees improve. According to him the rules and norms of the organization sometimes limit him in extending his leadership principles to the organization, but he has to adapt in order to create a balance between his preferences and the limitations that the structure of the organization imposes on him, particularly with regards to the employees' compensation package that the organization uses to motivate them. Nonetheless, he still believes that leadership roles are the most important element in determining the nature and level of organizational performance. Additionally he noted that his actions manifest a hybrid of both the transactional and transformational leadership styles. For instance, he explained how he encourages teamwork and employees' participation in running the organization. This participatory style of leadership allows him to transmit his knowledge directly to his employees and in doing so he is able to inspire them to follow his example in dealing with challenges and obstacles in the operation. Moreover, according to him employees are motivated by his use of innovative compensation and incentive packages that seek to motivate them to be more productive by offering them overtime and paid leaves. Furthermore, he actively delegates task and functions to employees in order to empower them and to make them feel more productive and important. Leader 6 considers that his strength lies in the fact that he maintains trust and respect with his subordinates, thus winning their loyalty and creating a bond that helps move the organization forward. According to him, owing to the importance of the structure in his organization it is important to ensure that effective collaboration between managers and subordinates is carried out across the organization without affecting the formal work processes of the organization. Employee 6 highlighted the notion that despite the limitations imposed by the organizational structure and culture on the organizational leader in his organization, the leader stills actively and constantly implements reward and incentive

programs in order to motivate and encourage employees to perform better by providing bonuses, flexi-time, and paid leaves. Moreover, the leader is well versed and highly knowledgeable about the logistic industry; thus he is able to inspire employees by coaching and mentoring them about the organizational functions and tasks. Employee 6 noted how the organizational leader advocates employees' development by providing them with training and development with regards to the use of technological and automotive innovation in order to enhance the effectiveness and productivity of the organization.

Basically leaders cared about the overall well-being of employees and stakeholders and displayed it through their leadership styles. For example Leader 7 stated he tried to lead by example and focused on improving the well-being of all stakeholders of the organization. He highlighted that his style of leadership focused on acting as a mentor and a pillar of support where employees can find support and advice in order to be able to effectively carry out their tasks. He highlighted how this transformational aspect of his leadership inspires employees owing to the fact that they know that the leader trusts and cares about them. He noted that for him it was very important to lead by example and by trying to give employees a platform where they could showcase their talents and feel productive. He mentioned how asking employees for their input, advice, feedback, feelings, and ideas increased their sense of value and importance, which in turn resulted in their being more committed and dedicated to the organization. Besides the transformational aspect of his leadership style, Leader 7 highlighted how he constantly tries to motivate employees by offering them perks and incentives in order to encourage them to be more productive. According to Leader 7, an organizational leader needs to have charisma and skills in order to lead people effectively and that is why he constantly attempts to enhance his leadership skills and competencies by using new technological innovations and learning new ideas about the industry. This new knowledge and these new skills are then shared with his employees in order to boost the performance of the organization.

In conclusion it can be stated that the organizational leaders adapted their style based on the situation. In doing so they need to exhibit a leadership style that contains elements of both the transactional and transformational aspects of leadership. Moreover, the organizational leaders understood that monetary benefits

and rewards alone could not motivate and inspire employees; thus they need to act as a mentor and coach in order to inspire employees by aligning themselves to the human side of employees. Thus the organizational leaders needed to give attention to and focus on the career development, welfare, and aspiration of employees in order to motivate and inspire them. Additionally, both organizational leaders and employees acknowledged that each employee was different; thus the leadership style that works for one group of employees may not work for another. Therefore it is fair to say that leaders are constantly adapting their leadership style based on the situation and context that they face.

The second research question aimed at understanding how the leadership styles impacted organizational performance. The data analysis revealed two major themes: the dimensions of organizational performance and the impact of leadership styles on organizational performance.

4.4.3 Theme 3 (Dimensions of Organizational Performance)

The data analysis revealed that the third theme, the dimensions of organizational performance, referred to the various areas and indicators of the performance in the organization that the organizational leaders gave importance to.

It is essential to understand that the informants in this dissertation provided their viewpoints and perspectives pertaining to the dimension of organizational performance based on their respective organization. It can be pointed out that in order to understand and define organizational performance; the context of the organization needs to be understood. Generally in this dissertation all of the informants gave similar viewpoints about the various organizational performance dimensions, basically pointing out that financial performance was the most important element of organizational performance. The majority of the informants provided in-depth information about the various dimensions of organizational performance and these are discussed below.

4.4.3.1 Financial Performance

Financial performance was given the utmost priority across all organizations. Leader 1 stated that what really mattered to him was that the financial bottom line or the profitability of the organization should increase year on year.

Leader 1 expressed the importance of organizational performance and the role that he plays in ensuring the high performances of his organization. For instance, he explained that as an organizational leader it was highly important and essential for him to ensure that the financial objectives of the organization were met. He went on to suggest using random numbers in order to get his point across that the revenue that his organization generates should increase year to year and this can be done by maintaining and increasing the customer base of the organization and by tapping new markets. Moreover, when discussing the financial aspect of the organization, he made it a point not to reveal any specific numbers and used estimated numbers instead. Yet he clearly stated that what really mattered to him was the profitability of the organization. He highlighted how it is highly essential for him to come up with strategies and plans to ensure better inventory management and resource control, better employee relationships, and a better working relationship with both clients and suppliers since all of these factors contribute to the profitability of the organization. When probed more deeply into the methodology and procedures used in analyzing and studying the performance of the organization, Leader 1 revealed that financial and accounting documents were the main sources of information for him to study and get a precise and clear insight into the functioning of the organization. Interestingly he revealed that his methods of preparing strict and accurate financial and accounting documents were a far cry from the methodology and procedures his father, who was the founder of the organization, used to implement. He described how his organization under the stewardship of his father used to work and operate more informally using word-of-mouth to get messages across to control the financial and accounting aspects of the organizational functioning. However, ever since he has taken over the day-to-day leadership of the organization he has ensured that the organization has become more formal and regulated with regards to the implementation of financial and accounting documentation and procedures in order to ensure that the employees are aware of their responsibilities and accountability. According to him this transformation has ensured that the organization has moved towards more transparency and accountability and thus ultimately leading to higher efficiency and effectiveness in the overall performance of the organization.

The informants were quick to point out that the financial performance of the organization was one of the main focuses of his organization. For example Leader 2 noted that higher profits and the healthy financial position of the organization were highly important since they provided the organization with the financial muscle to expand and diversify into other industries. Leader 3 noted that she gave immense importance to the financial numbers related to financial performance. Leader 3 highlighted that the performance of her organization is evaluated and analyzed based on the financial and profitability measures. According to her, it is important to maintain accurate details and procedures with regards to the accounting and financial documents and records. Leader 4 made it clear that the financial and profitability element of performance was the most important since practically without good financial performance all other indicators would be meaningless since the organization would not even exist if it fails to run profitably. However, he gave a profound insight into his thought process with regards to why he has financial performance and profitability high on his agenda. He explained to me that if as a leader of the organization he is able to motivate employees and encourage them to perform better and at a higher level, this increased performance on the part of the employees would positively affect the overall performance of the organization. Furthermore he pointed out to me how he ensures financial accountability through the use of an integrated technological program that links all stages of the organization's operation from the retail store down to the manufacturing units. This program allows for comprehensive control of inventory, sales, production, procurement of resources, as well as commission and incentives for employees both in the marketing and production department. It was interesting to note that even though Leader 5 tried to deflect attention away from the importance of financial performance by trying to give greater emphasis to employees' welfare and other elements, he still admitted that the financial aspect was highly important. Leader 6 stated that the primary objective of his organization was to increase its earnings and profitability figures on a yearly basis. Leader 7 highlighted the importance of financial performance and the ethical means to achieving it. According to him his organization under his stewardship focuses not only on the numbers in the financial and accounting documents but more importantly on how to get to those numbers and figures. He explained to me the concept of the

right path that seeks out to empower employees in order to motivate and encourage them to take up responsibilities and subsequently contribute positively to the performance of the organization. Therefore, even though the organization focuses on the financial aspects of performance, it gives high importance to the people responsible for bringing about and contributing to those financial numbers.

4.4.3.2 Performance Focusing on Market Share and the Customer Base of the Organization

Besides the element of financial performance, increasing the market share and customer base through expansion and diversification was seen as important to all leaders. Looking at it from a business perspective, it can be said that this element of organizational performance is in some ways or other linked to the financial performance of the organization as well. Thus it could possibly be said that the leaders focused on expansion and diversification in order to achieve their goal of boosting the financial performance of the organization. With regards to expansion and diversification activities, Leader 1 stated how he expanded the production unit of the organization by setting up a new unit in Myanmar to tackle rising production costs. He went on to suggest that he and his team of executives conduct regular field trips to emerging markets in the Middle East and Africa in order to study and research these new markets in order to expand the customer base and market share. Regarding the aspect of clients, he pointed out that the dimensions of customer satisfaction and retention rate were considered vital in helping the organization reach the ultimate goal of profitability. He mentioned how clients provide crucial feedback about the market, such as new designs and trends in their country, new demands in their country, as well as new product ideas that can be incorporated to boost production. Leader 2 highlighted the diversification into over six various industries besides the original jewelry business of the organization in order to expand the customer base and reach of the organization. Leader 3 described how she and her management teams often travel to countries in the Middle East and Europe in order to promote her hotels and resorts in order to expand the customer base of the organization. She pointed out that owing to the fact that her organization engages in the hospitality, hotel, and real estate sector of the economy, it was essential for the organization to indulge in networking and promotion campaigns. The use of these campaigns were essential and important for

the organization in order to achieve performance related to increasing the customer base and market share, improving the connectivity and working relationship with stakeholders and suppliers, a better working relationship with trade unions and associations, and allowing the organization to move towards increased profitability and future expansion goals. According to her the changes in the technological landscape and the effect of globalization have made it easier to connect with people from across the globe, thus expanding her markets and opening new opportunities for her organization. Leader 4 stated that he now has two manufacturing units and plans to expand more in the future in order to gain access to a larger market share and to expand the customer base. Leader 5 described how his organization has expanded into different industries such as hotels and apartments, besides the original manufacturing industry in order to expand its operations. Leader 6 stated that his organization's main focus was on expanding the market share compared to previous financial years. According to him the focus on expanding the market share is important, taking into account the objective of the organization to increase its earnings and profitability figures yearly. Moreover, the organization puts a great amount of energy and initiatives into trying to tap new markets and to make them part of the organization's growth strategy. Leader 7 hopes to create more hotels in tourist hotspots in order to cater to more clients and in doing so expand the customer base.

4.4.3.3 Performance Focusing on Employees' Well-being and Satisfaction

Employees' well-being and satisfaction were important indicators that the majority of the organizational leaders gave importance to while assessing performance. It is important to point out that the leaders understood that a motivated and satisfied workforce was essential in order for employees to perform productively. Therefore leaders gave high importance to the overall well-being of their employees and evaluated the performance of the organization based on their well-being. For example Leader 1 stated that he gave importance to employees' satisfaction and commitment. He highlighted that committed and motivated employees are highly essential for the organization in ensuring that the stated financial goals and objectives of the organization are met. He surmised that the financial and the revenue aspects of the organization are the main concern for him and his executives even though a certain amount of importance is given to the notion of employees' satisfaction and

commitment. Additionally, Leader 1 indicated that his style of leadership differed greatly from his predecessor, especially with respect to the notion of social responsibility and employees' welfare. For example, he pointed out that his organization follows strict safety standards and guidelines in order to ensure employees' safety and precautions. Moreover, his use of innovative technology and machines is environmentally friendly. His organization engages in various philanthropic and charity activities in order to give back part of the organization's profit to the society. He explained to me how his organization provides scholarships to the children of employees in order to sponsor their education. Thus his leadership seeks to enhance the corporate image and welfare of his employees.

Similarly, Leader 2 stated that he tries his best to understand the needs of employees in order to win their hearts and minds. He emphasized that the overall well-being and sentiments of employees were important when evaluating organizational performance. Leader 3 clearly stated that for her as an organizational leader, the employees are the most important asset of the organization and thus she clearly indicated that "we care more about our people when compared to our clients, suppliers, and stakeholders." When probed more deeply into the essence and rationale behind her stance and belief that for her employees mattered the most, she revealed that the employees' performance will ultimately affect the performance of the organization and thus employees are encouraged to undergo training and skill development programs and activities. She illustrated to me that her organization encourages employees to further their education and gain higher qualifications by sponsoring their educational expenses since according to her the well-being and satisfaction of employees were high on the agenda. She pointed out that one of the main reasons why the employees in her organization tend to have a very low turnover rate is because she includes their welfare and well-being as one important criterion in assessing organizational performance.

One important way to evaluate employees' well-being was described by Leader 5. He mentioned that he conducts yearly appraisals of employees in order to assess their overall well-being. For instance he pointed out how the organization provides employees with comprehensive medical insurance and security in order to

provide them with a sense of stability. Thus employee satisfaction was highly important for his organization and was reflected in its performance.

4.4.3.4 Importance Given to the Corporate Image of the Organization

The majority of the participants gave high importance to the corporate image of the organization in the eyes of stakeholder when evaluating the performance of the organization. This could possibly stem from the fact that modern society emphasizes how the organization is perceived by its stakeholders. This has led to efforts by organizational leaders to ensure that their organization is viewed favorably by all concerned stakeholders. For example, Leader 1 highlighted the importance of his role in enhancing the image and reputation of the organization by trying to become part of various trade unions and associations in order to positively boost the performance of the organization. According to him it was necessary to join public associations and unions in order to gain access to knowledge related to the footwear industry, which can be utilized to improve the operation of the organization. In order to back up his point, Leader 1 showed me an artifact in the form of an official certificate to demonstrate that his mother, a founding member of the organization, was an active member and leader of a trade union specializing in footwear manufacturing, and highlighted how this one certificate alone could bring in so much business and opportunities for the organization. Another important benefit that the enhanced connectivity arising from being a member of such an association can provide is the ability to acquire instant feedback and responses from both clients and suppliers in the form of information and data that can be used by the organization's employees and management to boost performance and operation. Additionally, according to Leader 1 it is very important for organizational leaders to maintain close contact with all stakeholders, particularly clients and suppliers, in order derive new ideas and innovations from them and to use them positively and constructively to improve the organizational performance.

Similarly, Leader 2 discussed extensively the importance of corporate social responsibility (CSR). It is important to note that the concept of corporate social responsibility (CSR) emerged while discussing the elements of performance with him, especially regarding his openness in discussing how his organization actively engages in social initiatives and programs in order to bolster the image and standing of the

organization in the public's eyes. Leader 2 enthusiastically noted that giving back to the society was essential and he seemed sincere about it since I could note the enthusiasm and spirit he oozed while making mention of such philanthropic and charitable initiatives he has undertaken in the capacity as the leader of the organization. During the course of the conversation he revealed to me various important artifacts to demonstrate charitable and philanthropic activities on the part of his organization to back up his claims about the importance of giving back to the society and how much importance is given to the dimension of organizational image and prestige in assessing organizational performance. For example his organization sponsors and conducts yearly Thai Indian sports day as well as Thai Indian fairs and events with all the receipts from the events being donated to charity. Moreover, his organization engages in several other charity projects in order to help underprivileged groups of society. One example that provided a glimpse into how his organization tries to engage the local community and bring about a positive influence in their life is how under his leadership the employees at the plastic factory located in a neighboring province donate to orphanages and engage in merit making at temples in the province in order to enhance its corporate image and to have a positive impact on the community. He pointed out that the above examples of charitable activities not only enhance the image of the organization in the eyes of stakeholders but also enhance the unity and team spirit among the employees of the organization.

According to Leader 2 he recently led his organization in representing Thailand in the Assam International Trade and Industrial Fair 2015. Assam is an Indian state in the northeastern part of India. During the fair the Indian Thai Chamber of Commerce signed several memoranda of understanding (cited as MOU in the singular in this dissertation) with the state of Assam. He even spoke on various issues that can stimulate trade between Thailand and Assam. Thus, his organization is deeply committed to boosting its image in the eyes of stakeholders in order make his organization a respected and successful Thai organization. He revealed that an important contribution of the trip was the signing of a memorandum of understanding (MOU) between a famous university based in the Indian state of Assam and the Indian Thai Chamber of Commerce. As part of the MOU, both parties will utilize each other's services to promote higher and technical education, research, trade and

commerce, as well as overall economic development. Based, on the MOU, Thai companies can access the university's library and research database in order to obtain insight and knowledge related to trade and development in northeastern India. Thus he was highly concerned about and committed to ensuring that his organization can contribute to the overall development of Thai companies and the country as a whole.

It could be noted that philanthropic activities were seen as an important tool in order to create a positive outlook for the organization. For instance, Leader 4 stated that he tries to engage in various charities and philanthropic activities on behalf of the organization in order to enhance the public image of the organization. Leader 7 stated that his organization focuses extensively on building a close and harmonious relationship with the local community in order to create value not just for the organization but for the community where they operate and ultimately boost the image of the organization. According to him, this would enable them to get closer to the hearts and minds of the local community and thus create a close working relationship with the local stakeholders. Thus, according to him, the organization gives immense importance to performance indicators such as helping the community, building the image and reputation of the organization, and giving back to the society in the form of social welfare activities and charity.

He highlighted to me that being an ethnic Indian organizational leader was very important for building trust and mutual respect with local communities and clients in order to ensure the smooth operation and success of the organization. According to his views it is evident that initially local Thais were not very accustomed to the roles and patterns of ethnic Indian leaders and therefore it was vital to build rapport and relationships with the local community, and he was delighted to state that in the long term local communities were more willing to engage with his organization. It can be stated that the fact that ethnic Indian Thai organizational leaders are not part of the mainstream social fabric could be a leading factor in propelling them to contribute more to the society in order to be more accepted by the communities in which they operate. Moreover, it can be concluded that the second and third-generation ethnic Indian Thai organizational leaders are more interested in contributing to the community owing to the fact that they see themselves as more of

the mainstream Thai social fabric as compared to their ancestors or first-generation Indian Thais, who were mainly immigrants or economic migrants.

4.4.3.5 Performance Measuring the Learning and Growth Activities of the Organization

Learning and growth activities, such as the training and development of employees and the integration of technological innovation in order to make internal processes and work flows more effective, were important to the majority of participants in evaluating performance. This could possibly be because of the notion that in today's highly innovative and technologically-advanced organizational environment, being equipped with the latest innovation provides the organization with a competitive advantage over its competitors. For example, Leader 1 stated that he regularly introduces innovative technology in order to make the production process more efficient. Besides being a vivid user of technology to boost performance, he noted that he conducts yearly training sessions for his employees in order for them to become accustomed to and up to date with the inventory management program. He pointed out that he believe that technological innovations and applications are highly instrumental in ensuring that the organization is able to cut costs and enhance its potential to reach out to clients and suppliers with more efficiency. Leader 1 highlighted how his open embrace of recent advancement in technological innovation is extraordinary, and according to him social media platforms and smart phone applications are able to act like a second office when used effectively.

Basically, it can be noted that most leaders understood that technological advancement can provide their organization with an advantage. For example, Leader 3 stated that she gave high importance to training and development programs and often enrolls her employees in such programs. Leader 4 highlighted how the use of an integrated technological program that links all stages of the organization's operation, from the retail store to the manufacturing units, was beneficial for the organization. Leader 5 stated that heavy investment in technological innovation was an indicator of how much importance is given to the dimension of internal process efficiency when assessing performance. His open embrace of technology into the organization's work processes as well as incorporating technological and information technology programs, software, and applications into

the way he manages and leads people have contributed significantly to boosting organizational performance and have made his organization emerge as one of Asia's largest embroidery manufacturers. Leader 6 pointed out that his organization uses technological innovation to track shipments of clients and to enhance the logistical operation of the organization. He described how employees are required to enroll in training programs in order to get them accustomed to the innovative applications that enhance logistical operations. Moreover, the latest automation technology reduces delivery time and enhances the productivity of the organization.

It can be conclusively noted that the informants prioritized the elements of financial performance over other dimensions of organizational performance. Perhaps this is because of the fact that the organizations in this dissertation are private, where profit making is the main objective. Moreover, it is evident that the other dimensions of organizational performance discussed above can be directly or indirectly linked to the financial element of organizational performance. However, it has to be stated that with the recent transformation in socio-demographics and technological advancement, organizational leaders have begun to give more importance to the employee's welfare as well as the corporate image of the organization. One can argue that leaders are doing it for their own gain, that is, to make more profit for the organization by presenting a positive image of the organization; however, it has to be acknowledged that at least they are doing something positive and benefitting all of the stakeholders involved. Moreover, their activities are also in line with the public policies of the public sector, thus creating a more sustainable organizational environment.

4.4.4 Theme 4 (Impact of Leadership Styles on Organizational Performance)

The data analysis revealed that the fourth theme, the impact of leadership styles on organizational performance, refers to the impacts that the leadership styles of the leaders had on the performance of the organization. The theme highlights whether the leadership style affects performance or is there a linkage between the two. It is important to point out that this theme is different from Theme 2 in the sense that it focuses on how the leadership styles of the organizational leaders affected the

performance of the organization, unlike the discussion in Theme 2, which focuses specifically on the leadership style of organizational leaders without elaborating or linking it with the performance dimension.

The general opinion of the informants was that they consider the participative and democratic style of leadership as the most favorable. This can be linked to the performance of employees as well as the performance of the organization as a whole. Some leaders stated that the autocratic style of leadership was needed at times in order to remove uncertainty and in dealing with situations that needed immediate resolution. However, the general conclusion was that the participative style of leadership was the most favorable for leaders and employees as well as the most effective style to enhance performance, which is of course the central tenet of this dissertation.

4.4.4.1 Participative Leadership Style Positively Affects the Financial Performance of the Organization

The majority of participants noted how their participative style of leadership enhanced the financial performance of the organization. This could be due to the fact that employees shared important ideas that leaders could utilize in order to design policies and strategies. For instance, Leader 1 stated that by allowing employees to participate in the operations by bringing up new ideas and viewpoints his organization was able to come up with new products in the form of ladies purses and bags, thus resulting in higher sales and increased revenue. Moreover, the use of otherwise useless leather edges to create a new product boosted the financial performance of the organization by cutting costs and increasing sales. Leader 1 strongly believes that his leadership role is highly important for the organization, especially when it comes to matters regarding planning, directing, and laying out the strategic vision of the organization. For instance, he brought to my attention the interesting fact that under his leadership the organization has expanded into new markets in central Asia and many former Soviet republics. He pointed out that initially when his organization used to cater exclusively to markets in the Middle East he used to estimate that a unit of 50 employees working in tandem with machines and automated technology could produce approximately 7500 pairs of sandals per month, while currently his organization produces an estimated 40,000 to 50,000 pairs per month that are exported to all major markets, including the newly-penetrated markets

in central Asia and many former Soviet republics. He explained to me that the manufacturing process utilizes both manual labor and machines; thus automation and technological innovation are essential in order to increase the production capacity, and that is why he encouraged the use of technological innovation in his organization's production process. He highlighted that the prices for his products range from US dollars 6 per pair to US dollars 19 per pair. The higher-quality products are mainly shipped to the Middle East while the cheaper range of products are more inclined to be sent to central Asia. He stated that visionary leadership is essential, especially when it comes to initiatives for enhancing the market base of the organization, particularly when the expansion and diversification of the organization's activities and engagements are involved. He stated to me how he dispatched one marketing team to a country in central Asia in order to conduct market surveys and to study in order to tap this otherwise neglected market and the reward has been financially handsome for the organization in term of sales volume and profitability.

Basically it can be stated that leaders directly influenced the extent to which the organization was involved in the expansion and diversification activities. It is important to point out that successful expansion and diversification were seen by all leaders as positive performance. There were instances where expansion within the country was hampered by the rising cost of labor and production, thus motivating leaders to expand to neighboring countries. For example, Leader 1 described that the successful expansion and diversification was a result of his hands-on approach and style of leadership. He mentioned how he actively engages with employees and stakeholders, thus making his day-to-day leadership experience a highly enriching one in terms of feedback, expertise, and knowledge. He credits the hands-on approach to leadership for providing him with a vast array of data that signaled to him that the organization needed to expand its markets and product lines in order to remain competitive and to perform better to boost the overall organizational performance. It can also be stated that organizational leaders need to diligently research and study their expansion plans since it is equally important for organizational leaders to know when to cut losses and to handle damage control. For example, it could be noted that some organizational leaders highlighted shifting some aspects of their production to

neighboring countries in order to manage the negative implications of increasing wages and operational costs in Thailand.

In order to target new markets, the leaders needed to engage actively with their employees. For example, Leader 1 explained how in order to achieve the goal of targeting new markets and products, he and his team of executives conduct regular field trips to emerging markets in the Middle East and Africa in order to study and research these new markets. This initiative under his leadership has been highly beneficial for the organization owing to the fact that it has provided a larger customer base for existing products, which has resulted in higher sales volume and profitability for the organization. He highlighted that the United Arab Emirates was the main market with a volume exceeding 200,000 pairs per year and with the average price per pair of 14 US dollars. He pointed out that Kuwait and Oman were also important markets for his organization in terms of export volumes. With respect to the newly-penetrated markets in central Asia he mentioned how he ships about 7000 pairs per month to a central Asia republic with each pair averaging 7 US dollars. With regards to the market in Africa he singled out Nigeria as the main market with shipments of about 10000 pairs per month. Basically the Middle East comprised about 65 percent of the sales volume of the organization, followed by countries in Africa at about 25 percent, and the new markets in central Asia and the former Soviet republics accounting for 10 percent.

It can be noted that trusting and empowering employees provided rewarding returns for the organization. For instance, Leader 2 stated that by empowering employees with decision making and vital roles his organization has diversified into various industries, which has increased the financial revenue of the organization that has boosted profitability. It can be stated that allowing employees to provide input into the expansion and diversification strategies allowed Organization 2 to enter the software industry, and this has contributed higher financial returns for the organization. The employees in organization 3 reported that their leader gave them full authority to carry out marketing and promotion activities in order to increase the revenue of the organization thus helping to make the organization more profitable. Leader 4 stated that his style of leadership tends to use aggressive reward and

incentive programs in order to improve employees' performance, resulting in the higher financial performance of the organization.

4.4.4.2 Participative Leadership Styles of Leaders Increased the Market Share of the Organization

It was also noted that the leadership style of the organizational leaders resulted in an increased market share and customer base through expansion and diversification. Leader 1 stated that he engages his executives in order to study opportunities that have resulted in expansion into new markets and an increasing customer base. According to him, the successful expansion and diversification were a result of his hands-on approach and style of leadership. Leader 1 highlighted that it was evident from the financial records of the organization that such field trips provided the organization with a fresh impetus that clearly improved the financial and marketing performance of the organization. He pointed out the case of a country in central Asia as one stand out example of marketing trips to the country and resulting export orders. Interestingly, he revealed that he conducts yearly field trips for his executives to visit production facilities in other countries in order to study how the organization could improve its production standards, quality, design, and efficiency.

According to him one of the most fruitful trips conducted was to study the footwear production facilities in Turkey. He explained to me how footwear products produced in Turkey were readily accepted by customers in the European Union owing to the high standard of production and product quality. Thus visiting Turkey to study the production process was valuable for the organization since new production technology and ideas were identified and the subsequent application of these innovations in his own organization has advanced the production process and product quality and has made his products more suited for new markets in Europe.

Conversations with the informants highlighted that listening to employees' feedback provided organizational leaders with valuable information that could be used to benefit the organization. For example, Leader 2 stated that he listened openly and allowed employees to conduct feasibility studies in order to enhance the diversification and expansion of the organization's operations, resulting in an increased customer base and market penetration. Leader 5 stated that his leadership style has seen the organization expand into different industries such as

hotels and apartments, besides the original manufacturing industry, in order to expand its customer base. According to him, his style communicates openly to employees and focuses on providing them with training and expertise in order to help the organization in its expansion. Leader 6 stated that his style of leadership uses both incentives and mentoring in order to help the organization expand its market share and customer base. Leader 7 stated that his style of leadership encourages employees to come up with feasibility studies of new opportunities and markets that enhance the market and customer base of the organization.

4.4.4.3 Participative Leadership Style Positively Affected Employees' Performance

It was noted that the leadership style of the leaders affected the employees' well-being, satisfaction, and performance. For instance, Leader 1 said that he understood the importance of the role of employees in ensuring high organizational performance and he made it clear it was necessary to keep employees happy and motivated. He highlighted how he introduced more competitive incentive and compensation packages in order to make the employees more productive. Leader 2 stated that he acted as mentor and coach in order to provide employees with support and advice in order to make them feel important and cared for. Leader 3 stated that her style of leadership was of a highly participative nature and was deeply focused on the employees' welfare and benefits. She stated that she encourages employees to further their education and gain higher qualifications by sponsoring their educational expenses since according to her the well-being and satisfaction of the employees are high on the agenda. Leader 4 noted that he rewarded employees and revealed that he tries to provide inspiration to them through coaching, mentoring, and encouragement in order to stimulate their creativity and confidence. Leader 5 indicated that he provides employees with comprehensive medical insurance and security in order to provide them with a sense of stability to improve their morale and satisfaction. Moreover, he pointed out that job training and development programs are also conducted in order to boost the knowhow and skills of employees, which will ultimately benefit the organization. Leader 6 indicated that he tries to motivate employees through the use of both rewards and inspiration in order to make them more productive. Leader 7 tries to act with empathy and care towards employees in

order to improve their morale and satisfaction. He pointed out how he encourages employees to participate and share their insights into the vital decision-making processes of the organization and listens to employees' feedback and comments.

4.4.4.4 Leadership Styles that Embraced Innovation and Technology Boosted Performance

It was also noted that the leadership style of the organizational leaders that facilitated and fostered the use of technology and innovation in the organization by encouraging employees to adopt such innovation improved the overall performance of the organization in terms of efficiency and effectiveness. Leader 1 suggested that the inventory management programs and applications he adopted and trained employees to use have boosted the overall efficiency of the operation. He pointed out that it prevented shortages and excess inventory and raw materials thus helping the organization be more profitable. He summed it up by saying that his style of encouraging employees to adopt technological innovations and applications was highly instrumental in ensuring that the organization was able to cut costs and enhance its potential to reach out to clients and suppliers with more effectiveness and efficiency. Leader 2 pointed out how he recruits top-notch information technology professionals to manage the technological and innovation development in order to enhance the production effectiveness and efficiency across all the areas and industries that it engages in. Leader 3 showed me how her open embrace of technology allowed her to access important data of her organization, such as occupancy rates and reservation for her hotels on her smart phone. Leader 4 pointed out that his introduction of innovative technological software to track the retail sales and to link them directly to the manufacturing unit provides the staff in the factory with retail trends and sales pattern. This initiative on his part provides the organization with valuable information that can be used to implement production and marketing activities that help in boosting the overall performance of the organization, be it in the areas of production, sales, marketing, or inventory control. Leader 5 noted that he uses open communication to encourage employees to integrate technological innovations in order to boost sales and financial performance. Leader 6 highlighted how his leadership style has encouraged the integration of technology and in doing so

the operational process has become more automated, thus increasing its efficiency and operating standards.

In conclusion it can be stated that despite the display of the autocratic style of leadership at times, the overall the participative style of leadership was seen as being the most ideal for leaders and employees based on the accounts of the informants. Basically, the organizational leaders could benefit from allowing employees to share their input and feedback. This input could be studied and integrated into the strategies of the organization and help in ultimately improving the performance of the organization. Thus it could be stated that the participative style of leadership creates an organizational environment that brings out the best in employees and the overall organization.

The third research question aimed at understanding other key determinants of organizational performance besides leadership styles.

4.4.5 Other Important Determinants of Organizational Performance

Besides the above discussed four major themes, this section highlights three important findings outside the main focus of investigation. The first one, other determinants of organizational performance, refers to other variables besides the leadership styles of organizational leaders that impact the performance of the organization.

4.4.5.1 Organizational Employees

Organizational employees were seen by all participants as having a huge impact on the performance of the organization. Leader 1 noted that happy and motivated employees were essential in order to achieve high performance. He demonstrated how committed employees gave valuable input that helped to expand the product line of the organization and increased revenue and profitability. Leader 1 understood the importance of the role of employees in ensuring high organizational performance and he made it clear that it was necessary to keep employees happy and motivated. He explained to me how this was achieved through the introduction of a more competitive incentive and compensation package in order to encourage employees to perform more effectively and efficiently and also to contribute their ideas and input in order to enhance their individual performance as well as the

performance of the organization. Though Leader 1 believes that his leadership is vital to the organization's performance, he openly credited effective and committed employees as vital and essential in order to ensure high organizational performance. According to him employees are an extension of his vision and plans of the organization, and thus it is important for him to objectively transmit his ideas and strategies of the organization in order to avoid any ambiguity. He pointed out to me that besides leadership, the employees of the organization have a deep impact on the performance of the organization.

An interesting anecdote highlighted the importance of a committed workforce. Leader 1 shared one incident about how committed employees contributed to the efficiency of the organization. He pointed out how the employees and the executive of his organization contributed to cost cutting and increased profitability by taking the remarkable initiative to add ladies purses and bags to the product range that the organization provided. He tried to link his participative leadership style with this positive effect on the organization by pointing out that he encouraged employees to come up with new ideas and concepts, and this in turn has positively enhanced the performance of the organization. He went on to narrate how the factory manager noted that during the sandal and shoe production there were large amounts of leather cuttings and edges that were not used in this production and they were almost considered as waste. The factory manager calculated that over the course of the year the volume of these leather edges was substantial and recommended to him that it would be better for the organization to add a new product into its product range by utilizing the leather edges to generate revenue and create value for the organization. Thus under his leadership the organization now uses these leather edges to produce ladies purses and bags, thereby creating a new product line from what would have been leftover waste of the production process. This initiative has helped to create added value and revenue for the organization and has demonstrated that the empowerment of employees can positively result in positive feedback that gives the organizations an added edge.

Similarly, Leader 2 asserted that committed and dedicated employees gave the organization fresh ideas and viewpoints that can be used to diversify and expand its operation, thus improving its revenue and profitability. Leader 3 noted that

she gave high importance to employees' satisfaction, skill development, and morale since she revealed that employees' performance will ultimately affect the performance of the organization. Leader 5 mentioned the fact that motivated, dedicated, and productive employees were a perfect recipe for the success of the organization. Leader 7 stated that employees that are well mentored and coached are more productive and tend to contribute more to the overall performance of the organization. Essentially it can be suggested from the data that leaders need to constantly come up with rewards and inspiration to motivate and inspire employees. Both financial rewards and coaching are needed in order to bring out the best in the employees.

4.4.5.2 Technological Innovation

Technological innovation and a well-managed information system in the organization were seen to positively contribute to organizational performance. Leader 1 asserted that the use of technological innovation has improved his inventory management system, thus leading to increased efficiency and effectiveness in cost reduction and in the overall production process. Moreover, he stated that new production technology has also made the manufacturing aspect of his organization more productive, leading to higher profitability. He shared an important revelation related to the notion of inventory control. He pointed out how he introduced barcode and point of sale electronic data reader software and programs to keep track of and to control the inventory and sales of the organization. He admitted to me that despite all of the technological and innovative programs that have been created to improve inventory management, the human interaction and personal relationship aspects were still the most important. He clearly stated that the most important rule in inventory management is to have a close working relationship with all the suppliers in order to make the best of their expertise and knowledge as well as to ensure that inventory shortages and excess do not hamper the operation and performance of the organization.

Keeping tabs of the rapid transformation in technological advancement requires recruiting top-notch talents. For example, Leader 2 pointed out how his organization recruits top-notch information technology professionals to manage the organization's technological and innovation development in order to increase production effectiveness and efficiency across all the areas and industries that it

engages in. Similarly, Leader 3 stated that technological innovation and application improved the information system in her organization and greatly facilitated the overall operation, improving performance. According to her, besides her leadership, factors such as technological advancement and employees' skills and competencies played a crucial role in determining the level of the organizational performance in her organization. For instance, she illustrated how the use of the online booking and reservation system of her organization information system could give her instant feedback as to the occupancy of her hotels and resorts in multiple locations and allowed her to plan accordingly. She showed me how the data could be retrieved on her smart phone and basically she was able to update herself on the developments of her tasks through her smart phone. She pointed out how the changing technological landscape has provided the hospitality and tourism industry with fresh opportunities if effectively managed. Leader 4 viewed technological innovation as another important factor that has a direct impact on the performance of the organization, citing the case of the adoption of an integrated technological program that links all stages of the organization's operation from the retail store to the manufacturing units was beneficial to the organization. Leader 5 mentioned that the shift from a manual design system to a modern technological manufacturing system that is computerized and automated has significantly boosted the production, sales, and financial performance of the organization. Leader 6 suggested that the advanced technological innovation has helped his organization process more shipments and has enhanced the tracking system of the organization making its operation more effective and efficient.

4.4.5.3 Organizational Culture and Structure

Before we proceed with this part it is important to point out that the variables of culture and structure are not the main concern of our investigation, but are discussed below only in so far as they relate to the leadership and leadership style, which is the main concern. Basically, organizational culture and structure influenced the performance of the organization to a certain extent according to a majority of the participants. Leader 2 asserted how a sense of unity and common purpose in the organization helped in fostering teamwork and workplace harmony that boosted the overall performance of the organization. Leader 3 stated how clearly-defined roles and responsibility in the organizational enhanced the flow of operations, thus making

the organizational structure variable an important one. Leader 6 stated that the organizational structure in his organization sometimes hinders his leadership roles and limits his overall contribution to the organization. He narrated how it was a challenging task to lead an organization in the logistics industry. He pointed out that the logistics industry is a highly connected and interdependent one and a slight accident or error on any part of the supply chain can affect the overall service level that the clients receive. To get his point across he shared an example of how the rigid and formal nature of logistics operations affected the performance of the organizations in delivering services to clients and at times led to customer complaints and compensation. According to him during the peak season for air shipments to the Middle East, which usually is a month or two before the holy Muslim fasting month of Ramadan, there tend to be shipment problems due to over congestion of goods at the airport. He pointed out the case of Gulf Air which, owing to its attractive price for shipping of goods to the Middle East, makes it the most favored choice for clients wishing to send goods to the Middle East and this often leads to delays and postponements in flights. He pointed out that his organization has almost zero control over the allotment of cargo space on Gulf Air and sometimes even confirmed shipments of clients goods are not loaded onto the plane due to a huge backlog of goods waiting at the airport. Thus basically he summed up that a slight delay at the airport, which is of course out of the control of his organization, will affect its service performance. This rigid nature of the logistics industry makes it difficult for him to intervene with the airport officials. Thus his ability to initiate some changes and adjustments to the way in which the organizations operate is also limited. It can be said that the rigid and formal nature of his organization is a result of the rigid nature of the logistics industry and limits the role that the organizational leaders in this industry can sometimes have. Leader 7 mentioned that the well-defined roles, responsibilities, and delegation in his organization increase the transparency and accountability of the organization, thus signaling the importance of the organizational structure in providing a framework for the organization.

4.4.5.4 The Highly Vital Role of the Public Sector and Government Policies

The role of the public sector and the policies it implements was also seen by a majority of participants as having a profound impact on the performance of

the organization. Leader 1 stated that the policy of the Thai government to increase the minimum wage in the country resulted in his organization having to relocate some aspects of its production to Myanmar in order to tackle the rising cost of production. He pointed out that this rising cost has resulted in the Thai footwear industry becoming less competitive compared to other countries in the region. When probed about the role of the public sector with regards to the operations of his organization, he stated that the Thai government has been highly supportive of the footwear manufacturing sector with respect to how the public sector has tried to facilitate export promotion as well as improving the image of Thai footwear manufacturers. He expressed how the Thai government conducts road shows of Thai footwear products at exhibitions and fairs held in foreign markets and his organization under his stewardship has participated in many of those exhibitions. He recollected one such exhibition held in the United Arab Emirates in which his organization participated as part of his strategic planning and vision to expand the presence of the organization in the overseas markets, which was highly successful for his organization in attracting new clients as well as tapping new markets.

Additionally, Leader 1 illustrated another initiative on the part of the Thai government through the Department of International Trade Promotion which has greatly benefited his organization. He gave an example of the Bangkok fashion and leather fair, which is hosted yearly. He stated that his organization participates in such fairs and is able to reach out to new clients that attend the fair. Basically, he feels that the Thai public sector has tried to assist footwear manufacturers through fairs and exhibition; however, he mentioned that the government decision to raise the minimum wage has adversely affected the profitability of the organization and has led to his organization having to lay off some workers, to reduce overtime operations, and also to shift some of its production to the manufacturing unit in neighboring Myanmar.

Similarly, Leader 2 indicated that the Thai public sector has been highly supportive of his organization. The organization's plastics manufacturing unit enjoys incentives and promotions from the Board of Investment (BOI) and this has facilitated the production and performance of the organization. Moreover, he highlighted that the policy of the Thai government was favorable towards organizations dealing in exports and therefore his organization has benefited from the export incentives and promotions.

Keeping in line with the general view that the public sector plays a vital role in determining the performance of the organization, Leader 4 indicated that the public sector has over the years been less supportive of the footwear industry and this has led to many footwear manufacturers closing down due to the higher cost of production and stiff competition from China and Vietnam. According to him, his organization is still operating profitably owing to the fact that the main market of the Middle East is enjoying high economic growth. However, other footwear manufacturers whose main markets are in Europe and the United States are in danger of closing down due to lower demand. According to him, many Thai manufacturers are now turning to exporting raw material to neighboring countries such as Vietnam and Myanmar and are also shifting their production lines to these countries to enjoy cheaper labor costs. However, he had praise for the Thai government for effectively managing the distribution network in foreign countries through fairs and exhibitions, but he still feels that the public sector can provide more support in the form of financial support and assistance.

Similarly, Leader 5 shared the same sentiments as Leader 1 regarding how the public sector through its commercial and industrial arm has favorably assisted the manufacturing industry in the country through well-organized and managed exhibitions and fairs in order to enhance the reach and image of Thai industries, which had led to higher sales volumes and revenue for their organization. According to Leader 5 the policy to increase minimum wages has affected the profitability of the organization, but owing to the fact that the organization has also engaged in targeting niche market of clients that are willing to pay for quality, some of the adverse effects of higher labor costs have been neutralized. He mentioned how the BOI provides financial support for organizations engaged in the textile industry willing to upgrade their production and manufacturing units. Thus he highlighted how the public sector through its investment arm has assisted the organization in acquiring the latest technological innovations and this has improved the overall performance of the organization. Moreover, Leader 5 highlighted how the public sector through the Department of International Trade Promotion, under the Ministry of Commerce, has assisted over the years local manufacturers through events such as the Bangkok International Fashion Fair and Bangkok International Leather Fair. His organization

has benefited greatly from such exhibitions and has gained new market and growth opportunities from such events. For instance under his leadership, the organization attended a world famous exhibition in Paris in 2014 in order to expose itself to high-end niche market clients in Europe and was able to return to Bangkok with high sales orders. This was a result of the many clients that attended the Bangkok fairs, inviting him and his organization to conduct fairs in Europe owing to the high product quality of his organization. Thus Leader 5 highlighted how the public sector has been supportive of the textile industry through such fairs and exhibitions, but ultimately it is up to the organization to make the best of it.

Leaders in the tourism related industry also shared valuable insights regarding the vital role of the public sector in determining the performance of the organization. For example, Leader 3 and 7 shared similar viewpoints about how the Thai authorities have been instrumental in boosting tourism in the country through road shows, promotion campaigns, and the exchange of knowledge among members of related associations resulting in higher profitability for their hospitality business, especially in tourist hotspots such as Pattaya, Krabi, and Phuket. His organization extensively engages in such public-sector sponsored associations and it has had a positive effect on the performance of his organization. One example he pointed out was the access to knowledge and information about tourism promotion programs as well as promoting his hotels through the association. Furthermore, he also brought to my attention his initiative in setting up online social network accounts in collaboration with the local tourism promotion authorities in order to boost tourism in Krabi and other tourist attractions in southern Thailand. He explained to me how he visited the local authorities and generously offered them his expertise in helping them promote the province and its surrounding resorts, owing to the fact that his expertise in creating web-based applications as well as his ability to use English and other European language. According to him this gesture not only helped to promote tourism in the region but also helped to enhance his organization's image in the eyes of the local authorities and the community. Moreover, more tourists meant that his hotels too reported higher room occupancy, not only during the peak tourist season but during the normal season as well.

In conclusion it can be noted that besides the leadership style of organizational leaders, other factors affect organizational performance as well. Thus organizational leaders need to be astute in dealing with these factors in order to ensure the overall positive performance of the organization.

The fourth and fifth research questions aimed at understanding how other key determinants of organizational performance as well as the cultural, technological, economic, and demographic transformation in the twenty-first century, affect the leadership style of organizational leaders. The data analysis revealed one major important finding, the impacts on leadership style.

4.4.6 Impacts of Transformation in the Twenty-First Century on Leadership Styles

The second important finding outside the main focus of the investigation focuses on the impacts of transformation in the twenty-first century on leadership styles. This refers to how various determinants of organizational performance as well as the development and transformation in the twenty-first century impact the leadership style of organizational leaders.

4.4.6.1 The Impacts of Rapid Technological Innovation on the Leadership Styles of Leaders

The benefits of rapid technological innovation and development have made it necessary for organizational leaders to encourage their utilization among employees as well as to embrace these developments and to incorporate them into their leadership style. For example Leader 1 asserted that he uses social media and smart phone applications to stay in touch with organizational stakeholders and in communicating with employees and clients. He indicated that social media and smart phone applications act as his 24 hour office and that the effective utilization of such innovation has increased the sales and financial performance of his organization. Thus it could perhaps be said that technological innovations have opened up new opportunities and removed the barriers and boundaries between leaders and employees, thus facilitating communication and the flow of information. One important assumption that could be made is that the rapid transformation in technological development has directly and indirectly transformed the technological

expertise of organizational leaders as well. It can be said that leaders are now more tech savvy and connected. Similarly Leader 5 shared how technological innovation and automation have encouraged him to provide training and development programs for his employees in order to enhance the performance of the organization through such innovation. Therefore it is evident that their leadership style has shifted towards a more employee-centered one by trying to provide training and developmental programs for employees in order to derive the best use of technology. The significance of technological advancement can be noted in Organization 3, where Leader 3 noted that she can perform almost all of her leadership roles and responsibilities through the applications on her smart phone, thereby highlighting how such innovation brings down communication barriers and removes the constraints between her and her employees, thus facilitating her leadership roles. Likewise, Leader 2 mentioned that these innovations have enhanced his leadership style since he can get closer to his employees and is able to interact more informally with them. It could be noted that in the case of Leader 7 the use of technological innovation has boosted his access to clients and stakeholders, hence making his leadership role more significant since he can stay connected with all of the individuals that matter to the organization easily. Perhaps this could make the flow of information in the organization more efficient and faster. One interesting perspective was concerned with the dimension of control by leaders. Interestingly, as pointed out by Leader 4, technological innovation has enhanced the control and management of his organization, thereby facilitating his leadership style that focuses heavily on controlling each aspect of the organization's performance since all of the information and work flow can be tracked on his mobile device. Therefore it can be said that technological innovations help leaders keep track and close control of their organization, helping them in leading the organization.

4.4.6.2 The Changing Values and Mindset of Employees Affects Organizational Leaders

The majority of participants felt that the changing values and mindset of employees affected the leadership style of organizational leaders. It can be said that employees now are more empowered. For instance, Leader 1 stated that the current crop of employees is educated and informed about its rights and welfare, and thus as

an organizational leader he has to come up with competitive employee incentive and welfare packages in order to be able to recruit and retain the best talent. While discussing the challenges that current organizational leaders are facing, he explained to me that nowadays employees are more open to new opportunities, therefore making it necessary for the organization to come up with attractive compensation packages in order to make them committed and dedicated to the cause of the organization. For instance, overtime, paid leave, as well as accommodations for employees near the factory have been highly beneficial to employees, thus boosting their morale and desire to work hard for the organization. Moreover, the government regulations and rules regarding safety in the factory have also resulted in his organization meeting higher safety standards and benchmarks in order to meet the requirements of the authorities. Nonetheless, he pointed out that his university education and qualifications helped him to understand the importance of factory safety standards and protocols, hence making him easily understand the importance and benefits of implementing them in his organization. Leader 1 continued to explain the changing values in the mind of employees compared to the times when his father was leading the company by illustrating that during the past ethnic Indian leaders were less concerned about the welfare and safety of employees, but nowadays it is highly essential and common for large organizations headed by ethnic Indian leaders to care more and engage more with regards to providing welfare and facilities for employees. According to him this is a result of not just the legal and governmental pressure but also a result of education. For example, he highlighted the fact that his father did not graduate from university but he holds a university degree and understands the importance of employee satisfaction and morale, and thus, based on this understanding he made sure that proper measures and procedures were implemented in order to ensure that employees were taken care of. Another important notion that was highlighted was the change in what employee expected from the organization. He asserted that employees nowadays were more ambitious and educated about their rights when taking into consideration the monetary aspect of the employee's welfare. Thus as an organizational leader he has to aggressively engage in formulating a comprehensive incentive and reward system in order to be able to motivate, retain, and attract the best talent needed by the organization.

It can also be noted that the current generation of employees preferred organizations that showed concern about their career development. For example Leader 2 highlighted how employees preferred to work in an organization that encourages their growth and development, hence making it necessary for him to ensure that his style of leadership empowers employees, provides them training and development opportunities, and allows them to participate and share their viewpoints. Leader 4 mentioned that employees these days are able to shift jobs easily; therefore it is important to provide attractive incentives in order to retain productive employees. The employees in organization 6 indicated how employees that have been employed by the organization for the past decades are still with the organization; however new recruits tend to last hardly for a few months. Leader 6 pointed out that employees are now more focused on their own interests and are less committed to the organization. He stated that the current generation of employees did not like too many rules and regulations; hence he needs to be less rigid in his style of leadership in order to ensure smooth flow of operations.

4.4.7 Influence of Ethnicity on Leadership Roles

Besides the above 4 themes and 2 other important findings that are related to the research questions in this dissertation, another important finding emerged, the influence of ethnicity on leadership roles. The fact that 5 out of 7 organizational leaders were Thai organizational leaders of Indian ethnicity, this finding assisted in illuminating the influence of ethnicity on leadership roles.

4.4.7.1 The Need for Ethnic Thai Supervisors

It was found in my study that all ethnic Indian Thai leaders needed to empower supervisors and managers that were ethnic Thai to act as a link between them and employees, who were mostly ethnic Thais from Bangkok and other provinces. For instance, Leader 1 described the need for managers that were accustomed to Thai values and cultures as highly important in order to control and monitor employees that are mainly ethnic Thais. Perhaps this could be because deep inside their hearts and minds ethnic Indian Thai business leaders still had some inclination towards the thought that perhaps ethnic Thais mainly from outside Bangkok still did not consider them as Thais. Perhaps this could undermine their

ability to control and supervise ethnic Thai employees. Leader 2 highlighted the need for ethnic Thai managers in order for the organization to be able to deal effectively and smoothly with local authorities. This could possibly be because perhaps the ethnic Indian Thai leaders felt that if they had to deal with local authorities, they might need to pay bribes or perhaps it would be time consuming compared to using an ethnic Thai middleman instead. Perhaps this could be because of the fact that ethnic Indian Thais are more proficient in English than Thai since most of them were educated abroad and in international schools and universities in Thailand, thus possibly limiting their interaction with local authorities, where all documents are in Thai. Regarding the role that his ethnicity has on his leadership, Leader 2 pointed out that leading an organization in Thailand being an ethnic Indian was fairly easy. He indicated that in Thailand people were easy going and friendly towards people of other ethnic groups at least on the superficial level, thus the work environment in his organization tend to be harmonious. However, he did make it clear that it was highly necessary to have local Thai managers to manage the factories and manufacturing units, especially when dealing with legal authorities and government bodies. Leader 5 and 7, despite perceiving themselves as being well informed and accustomed to Thai customs, values, as well as regional dialects, still felt the need for Thai supervisors to handle the linkage roles between senior management and operation staff. This could be due to the fact that perhaps Thai employees prefer to work among themselves instead of taking commands and orders from others. Thus it can be said that the ethnic Indian organizational leaders felt more comfortable having an ethnic Thai middleman or supervisor to carry out their orders and to deal with employees.

4.4.7.2 Being an Ethnic Indian is no Barrier in Leading Successful Organizations

The majority of the ethnic Indian Thai organizational leaders would like to consider themselves as part of the mainstream Thai social fabric, which encouraged them to expand and diversify the operations of their organizations more confidently. Perhaps it could be said that they feel more committed to their country as compared to their ancestors and feel more actively engaged in the Thai social fabric, thus making them more courageous and aggressive in their business expansion. These expansion and growth initiatives can be noted in all ethnic Indian Thai leaders and highlighted

their competitive nature. For example, Leader 1 described how his organization has good networking and contacts with local trade unions and associations, thus fostering the expansion and diversification plans of the organization. Additionally, Leader 7 explained how building a close relationship with the local communities where they operate has been instrumental in successfully running their resorts, hotels, and residential projects in tourist hotspots. Leader 5 pointed out how his organization often participates in fairs and exhibitions held in Europe as a representative of organizations from Thailand, thus cementing the fact that his organization was a proud Thai entity. It is important to point out the fact that these ethnic Indian organizational leaders considering themselves Thai and engaging with the local communities in order to be accepted and integrated into the Thai social fabric does not eliminate the need for ethnic Thai supervisors to carry out certain vital tasks especially those concerned with supervision and control of large numbers of ethnic Thai employees in the factories as well as dealing with government authorities.

Another important observation is the fact that the current generation of ethnic Indian Thai organizational leaders is more aggressive and active in engaging with the local communities compared to the previous generation. Moreover, even in dealings and engagements with local authorities, public agencies, and trade unions, ethnic Indian leaders make sure that their organizations are more actively engaged in order to make their organization accepted as part of the mainstream Thai industries. It can be said that their assimilation endeavors would perhaps have a positive lasting impact on the next generation of ethnic Indian Thai leaders and their organization since in the future the general Thai public would be more informed and knowledgeable about the ethnic Indian Thais in general as well as their business activities, thus creating a more inclusive business environment.

4.4.7.3 Making the Best of Indian Ethnicity to Boost the Performance of the Organization

Indian ethnicity fostered the role of leadership in dealing with clients and stakeholders by providing them with an added benefit since the people they deal with, especially foreign clients are familiar with their Indian ethnicity. This is possibly one of the biggest assets and advantages that ethnic Indian Thai leaders have at their disposal. For instance, Leader 1 and Leader 4 shared similar views that their Indian

ethnicity facilitated the relationship with foreign clients since key clients in the Middle East and Africa were familiar with Indian customs and values and their way of conducting business. Both credited this to the high population of Indians in those countries. Hence their clients are ready and willing to engage with his organization due to the ethnic Indian ownership. Moreover, he was able to use his ethnicity as an advantage in building closer ties with clients from those countries. One possible notion could be because ethnic Indian businessmen in the Middle East and Africa are fairly successful and well established with a good reputation. Thus ethnic Indian Thai leaders were benefitting from this image and perception that the clients in those regions have towards ethnic Indian organizations. It was also noted that ethnic Indian Thai leaders could provide clients with the resources they needed. For example, Leader 5 highlighted how his ethnicity fostered closer ties between him and his clients when he conducts fairs and exhibitions in other countries. According to him he enjoys the advantage of being both Thai and Indian in the eyes of the clients and stakeholders of the organization, thus making them comfortable. Leader 7 highlighted how the initial reservations that the local community in the tourist hotspots of Krabi and Phuket had about ethnic Indians in Thailand were eliminated when his organization included them in philanthropic and social activities in order to make them feel that his organization cared about the well-being and welfare of the local communities. Therefore it could be said that by engaging actively with local communities there is a high possibility that in the long run ethnic Indian Thai leaders will face fewer barriers in being totally assimilated into the Thai social fabric.

4.4.7.4 Ethnic Indians Organization Leaders Tend to be Highly Result Oriented

The ethnic Indian Thai organizational leaders were highly competitive and result and performance oriented in nature and this was reflected in their leadership styles and strategies. This makes them appear to be highly result oriented and focused on achieving their goals and objectives. Nonetheless, their leadership style was similar to other ethnic groups in this research, which tended to favor the democratic and participative style with aspects of both the transactional and transformational dimensions of leadership style visible. Leader 1 noted how for him the expansion of manufacturing and marketing operations was a priority and how he

conducts overseas field trips in order to conduct research on these areas. He highlighted how he focused on results and utilized technological innovations in order to boost the overall effectiveness and efficiency of the operation. Leader 2 described the aggressive diversification strategy that his organization has embarked on over the years under his leadership in order to expand the customer base and product range. He stated that his organization was always open to further expansion with reliable partners and organizations if the opportunity was attractive. Leader 4 already runs two manufacturing units and emphasized that he was planning to open another unit in the near future in order to cater to more clients and to increase profitability. Leader 5 indicated how his organization has invested heavily in technological innovation in order to improve performance and become one of Asia's leading embroidery and lace manufacturers. Leader 7 noted how his organization continuously looked out for opportunities to conduct feasibility studies in order to build more hotels, resorts, and residential units in order to improve the financial performance of the organization.

4.5 Summarizing the Important Issues Learned from the Study

Several important findings relevant to this study emerged from the analysis and are summarized below in order to harmonize them with the above discussion.

4.5.1 Strategic Importance of Leadership Roles was Comprehensively Highlighted

The first finding is the strategic importance of leadership roles in the organization. The importance of the vision and perspective of the organizational leader was reflected in a broad number of ways. It was evident that the expansion and diversification strategies of organizational leaders were instrumental in enhancing the efficiency and effectiveness of the production operations, expanding the organization's market, expanding the customer base, adopting and enhancing the utilization of technological and innovation in the organization, and taking advantage of the policies implemented by the public sector as well as formulating strategies to respond to the challenges resulting from the policies of the government.

4.5.2 Preference for the Participative and Democratic Style of Leadership was Noted

The second finding highlighted that organizational leaders and employees practiced as well as preferred aspects of the participative and democratic styles of leadership in order to lead and operate the organization. Open communication and interaction between the organizational leaders and employees were seen as essential in order to get across the strategies and visions of the organization. For example, even leaders that presented themselves as being relatively autocratic in leading people still gave employees the chance to share their ideas and viewpoints. The notion of open communication, feedback, and exchange of ideas and viewpoints between leaders and employees was highlighted by employees as being one of the main reasons why they enjoyed working under their leaders. Key aspects of a participative leadership style such as the notion of teamwork, employee empowerment, collaboration, and coordination among employees were present across all organizations.

4.5.3 Both Transactional and Transformational Leadership Traits were Exhibited

The third finding revealed that leaders exhibited traits of both the transactional and transformational aspects of leadership and were flexible and adaptive in their leadership style based on the context and situation. For instance leaders rewarded their employees handsomely for coming up with new ideas that enhanced the operation of the organization while at the same time also provided them coaching and mentoring in order to inspire them to work collectively towards a common organizational goal. The narratives of the leaders describing how different employees have different preferences, hence making it essential for leaders to adapt and deal with different employees differently highlighted the essence of this finding. For instance it was noted that some employees were ambitious and thus monetary rewards were needed to motivate them, while some employees needed coaching, mentoring, guiding, and support, thus making it necessary for leaders to use the transformative aspect of leadership in order to stimulate and inspire them.

4.5.4 Several Key Indicators were Used to Assess Organizational Performance

The fourth finding revealed that the organizational leaders assessed and evaluated the performance of the organization based on several key indicators and measures. The findings revealed that the main area that leaders focused on was the financial performance of the organization. Thus it could be said that financial performance was given priority perhaps due to the fact that the organizations included in the study were from the private sector. Besides the financial performance, expansion, and increase in the customer base and market share of the organization, the welfare, well-being, and satisfaction of employees in the organization, the image of the organization, and the learning and growth activities of the organization were also focused upon. As mentioned earlier, financial performance was given the utmost importance and priority by all participants. This could be because without good financial performance and profitability all other indicators would be meaningless since the organization would not even exist if it failed to run profitably. The importance of the image of the organization in the eyes of stakeholders was another dimension that all leaders focused on while evaluating performance, keeping in mind the current trends where both employees and the public sector gave high importance to the image of the organization. Leaders also highlighted the importance of learning and growth in the organization and evaluated their performance based on how well the organization has adopted and implemented technological innovations and development in its operation.

4.5.5 A Direct Link between Leadership Styles and Organizational Performance was Evident

The fifth finding directly linked the relationship between the leadership style of the organizational leaders and the performance of the organization. The findings revealed that leaders highlighted that their style improved the financial performance of the organization. For instance it was noted that the leaders' encouragement of employees to participate and openly share their ideas resulted in employees coming up with recommendations to expand the product range of the organization using available resources, thus enhancing the financial performance of the organization.

Additionally, the findings illustrated that the leadership style of the organizational leaders increased the market share and customer base of the organization. Furthermore, the findings revealed that the leadership styles of organizational leaders contributed to the well-being and satisfaction of employees. Various leaders pointed out how the leadership style that combines attractive compensation packages with transformational aspects of leadership increased employees' morale, resulting in higher-performing employees and a better-performing organization as a whole. Moreover, it was evident that job training and development programs are conducted in order to develop the know-how and skills of employees, which will ultimately benefit the organization. The findings highlight that the leadership style of the organizational leaders that facilitated and fostered the use of technology and innovation in the organization also boosted its overall performance. Interestingly, even leaders that admitted that they were not well acquainted with the use of technological know-how and innovation understood their importance and strongly encouraged their adoption and implementation in the organization in order to improve performance.

4.5.6 Various Other Determinants Affected Organizational Performance

Besides the role of leadership style, which is the main focus of this dissertation, other important findings outside the main area of investigation led to the sixth finding that focuses on other determinants that affected organizational performance.

Elements such as employees, technological innovation and the management information system, the organizational structure and culture, and the policies of the public sector all directly and indirectly affected the performance of the organization. For instance all of the leaders indicated the importance of employees and how they determine the performance of the organization. Examples of committed and dedicated employees contributing product ideas and viewpoints that help the organization become more effective and efficient were evident in the case of various organizations included in this study. The organizational leaders expressed how employees that were given adequate training and knowledge were instrumental in improving the performance of the organization. Evidence from the field illustrated how high

automation and technological innovation adopted by the organization contributed significantly to enhancing the performance. With regards to the impact of organizational culture and structure on performance, the leaders stated how a strong corporate culture where the employees are united in their mentality with respect to the organization's vision and mission boosts the performance of the organization due to enhanced cooperation, teamwork, and dedication. The leaders discussed how a united organization that shared common goals and benchmarks was likely to achieve higher performance since the leader's vision and values are transmitted to the employees and stakeholders of the organization. Additionally some leaders explained how clearly-defined rules and regulations as well as transparency and accountability fostered the performance of the organization since employees understood their roles and duties. Analysis also highlighted the fact that the public sector and its policies impact the performance of organizations. For instance it was noted how the increase in the minimum wage affected the profitability of organizations, thus forcing them to reduce overtime shifts and instead move some aspects of their production to neighboring Myanmar in order to remain competitive. Evidence from the field also draw attention to the role of the public sector in helping the organization improve and expand its operation through events such as training and development seminars, fairs and exhibitions, trade associations, investment incentives and assistance, and tourism promotion.

4.5.7 Several Factors Affected the Leadership Styles of the Organizational Leaders

The seventh finding revealed that the leadership styles of the organizational leaders were influenced by several factors; especially those related to the transformations in the social, technological, and economic spheres in the twenty-first century as well other determinants of organizational performance. It is highly important to stress that the technological changes in the twenty-first century are unprecedented in nature, for example, the innovation of social media and mobile applications, important innovations that did not exist just a decade ago. This has allowed both organizational leaders and employees to boost their interaction and engagements in order to achieve better performance and changes in their work habits,

resulting in higher productivity. For example, the findings illustrate that technological innovations have encouraged leaders to adopt and encourage their use in order to take advantage of the positives they provide to the organization. Evidence from the field suggests that the communication between the organizational leader and employees has become more open owing to the use of such technological innovations and applications. The importance of employees to the organization has also significantly affected the leadership styles of organizational leaders. The leaders pointed out that it was necessary to come up with attractive incentive packages in order to motivate employees that are now more knowledgeable about their rights and are open to various job opportunities. This has made it more challenging for organizations to retain the best talents and productive employees. Looking at it positively, this has made it necessary for organizational leaders to accept that favorable employee relationships are highly vital for the organization. Various leaders highlighted how the current generation of employees preferred to share their ideas and viewpoints, thus making it necessary for leaders to empower employees more in order to get the best out of their skills and capabilities. The nature of the organizational culture and structure also affects the leadership style of organizational leaders. The leaders pointed out how well-defined roles and responsibilities in the organization allow for clear communication with employees and facilitate employee empowerment and the delegation of roles to employees.

4.5.8 Ethnicity Played an Important Role for Ethnic Indian Thai Business Leaders

The eighth finding showed that the Indian ethnicity of the leader affected the leadership role and mindset of the organizational leader with respect to his or her result-oriented nature, thus reflecting the belief that “big is beautiful.” Nonetheless, aspects of both transactional and transformational leadership with dimensions of participative and democratic leadership styles were clearly present in their leadership style, thereby making their style of leadership similar to that of other Thai organizational leaders. Ethnic Indian Thai leaders tend to need ethnic Thai supervisors in order to act as a link between themselves and their employees as well as with local government authorities, perhaps due to the fact that they are better versed in English

while all local official documents are in Thai. Basically ethnic Thai managers were needed in order to control and manage local employees from Bangkok and provinces in order to ensure smooth operations. This can be due to the fact that ethnic Indian Thai leaders still believed that in dealing with a local workforce, ethnic Thais supervisors and managers would do a better job and get better results. Moreover, the ethnic Indian Thai leaders considered themselves a part of the Thai social fabric, a stark contrast with their parents, who were more Indian in mentality. This change in self-perception has encouraged the current generation of ethnic Indian Thai leaders to be more proactive and aggressive in their leadership style, thus leading to intense expansion and diversification of their organization. It can also be said that this has opened the possibility that future generations of ethnic Indian Thais will be more prominent in the Thai social fabric in various segments of the society. Moreover, the current generation of ethnic Indian Thai leaders cared more about the employee's welfare and compensation and provided all legally required coverage to protect the employees, the environment, as well as the community. Basically they were more synchronized and in touch with the legal and administrative requirements compared to their predecessors. This reflects their successful assimilation into the Thai social fabric as well as their higher educational background and understanding of managing and leading a professional organization. The ethnic Indian Thai leaders explained how building close relationships with the local communities where they operate has been instrumental in successfully running their resorts, hotels, and residential projects in tourist hotspots. Additionally, the ethnic Indian Thai leaders believed that their ethnicity fostered their relationship with clients and stakeholders since they could take advantage of the positives from both cultures. For instance these leaders pointed out how their Indian ethnicity facilitated their relationship with foreign clients since key clients in the Middle East and Africa were well aware of Indian customs and values and their way of conducting business. Moreover, ethnic Indian Thai leaders were multilingual and could communicate easily with all stakeholders of the organization. The finding from the field revealed that these organizational leaders were highly competitive and result oriented. It was evident that these leaders adopted and utilized the latest production and inventory management systems in order to cut costs, control each step of the operation, and boost the productivity and performance of the organization.

4.6 Summary

In this chapter the results and findings on how the leadership styles of the organizational leaders affect organizational performance have been highlighted. These results and findings were based on the interviews conducted with 7 organizational leaders and 10 employees.

Specifically four themes and three major findings outside the main investigation emerged from the data: the importance of leadership, the styles of leadership, the dimensions of organizational performance, the impacts of leadership styles on organizational performance, other determinants of organizational performance, the influence of various factors on the leadership styles, and the influence of ethnicity on leadership roles. The notion of leadership styles was overarching since it was vitally linked to all other themes.

The findings illustrated that the leadership role was strategically important for the organization in terms of the vision and guidance that leaders provide the organization. Moreover, the findings revealed that organizational leaders tend to practice a participative and democratic style of leadership, which was also the style of leadership most preferred by the employees. Additionally it was evident that the leaders exhibited traits of both the transactional and transformational aspects of leadership styles and were flexible and adaptive in their leadership style based on the context and situation. Importantly, the findings pertaining to the element of organizational performance were also highlighted. It was noted that organizational leaders evaluated the performance of the organization based on several key indicators and measures such as the financial performance, the market performance, indicators related to the employees' well-being and satisfaction, the image of the organization, and the learning and growth of the organization's processes. Moreover, the findings directly linked the leadership styles of the organizational leaders with the organizational performance. Furthermore, the findings revealed other determinants besides leadership styles that impacted organizational performance, as well as how these variables influenced and mediated the leadership styles of the organizational leaders. Finally, the findings also shed light on the influence of ethnicity on the leadership roles of the organizational leaders.

CHAPTER 5

CONCLUSIONS

5.1 Introduction

This chapter focuses on discussing the findings, conclusions, and implications of the research. Primarily the purpose of this research was to provide meaningful insights and revelations as to how the leadership styles of organizational leaders affect the overall performance of the organization.

This research employed a qualitative research design based on the hermeneutical method of the phenomenology study approach in order to explore, understand, and illuminate the experiences of the participants in this research. Thus in this research the experiences of both the organizational leaders and the employees were highlighted in order to understand how the leadership styles of organizational leaders affect the performance of the organization, taking into consideration the prevalence of other variables both within and beyond the organization.

In this research a thorough review of key leadership theories as well as prominent leadership styles was conducted in order to provide readers with a comprehensive understanding of the literature relevant to the field of leadership. Furthermore, the literature review focused extensively on the notion of organizational performance in order to understand the dimensions and importance of organizational performance and how they are linked to the leadership styles of organizational leaders. Moreover, since there are various other variables prevalent both within and outside the organization that may affect the performance of the organization, an extensive review of such variables both within and beyond the organization has also been carried out, such as the variables of organizational culture, organizational structure, organizational strategy, employees, as well as innovation and development. Additionally, bearing in mind that government policies and actions significantly affect the performance of organizations as well as the fact that this research is related to the field of public administration, the role of government is also explored in this research.

A thorough analysis of data using the thematic analysis procedures discussed in detail in chapter three of this research revealed various important themes relevant to the research questions included in this dissertation. Basically the data analysis revealed four themes and three major findings outside the main scope of the investigation that were relevant to the five research questions explored in this research. The four themes and three major findings were the importance of leadership, the styles of leadership, the dimensions of organizational performance, the impact of leadership styles on organizational performance, other determinants of organizational performance, the influence on leadership styles, and the influence of ethnicity on leadership roles.

Significantly, various key findings emerged from this research. First it highlighted the importance of the strategic leadership roles of organizational leaders in the organization. Secondly, the findings revealed that the participative and democratic styles of leadership were the most preferred and implemented styles across the organizations. Thirdly, the findings revealed that organizational leaders tended to exhibit a combination of both transformational and transactional leadership traits while leading the organization and were flexible and adaptive in their leadership style. Fourthly, the findings highlighted that organizational leaders assessed and evaluated the performance of the organization based on various indicators both financial as well as non-financial ones. The fifth finding directly linked the relationship between the leadership style of the organizational leaders and the performance of the organization and highlighted how the leadership styles boosted and affected the performance of the organization. The sixth finding cemented the notion that besides the leadership styles of the organizational leaders, there were other determinants of organizational performance as well. The seventh finding revealed that the leadership styles of organizational leaders were influenced by several factors; especially those related to the transformation in the twenty-first century as well other determinants of organizational performance. Lastly, the eighth finding showed that the ethnicity of the Indian Thai organizational leaders affected their leadership styles and leadership behavior.

5.2 Congruence / Incongruence with Previous Studies

Based on the above-mentioned findings, several important conclusions were reached. The conclusions are discussed by integrating related themes that were identified in this research.

The first research question focused on understanding the importance of leadership in the organizations and subsequently identifying the various styles of leadership prevalent across organizations. Two major themes emerged from the data: (1) the importance of leadership, and (2) the styles of leadership. Significantly both themes were central to understanding the research question as well as the underlying findings of this research.

Generally speaking the importance of leadership to the organizations was professionally and academically evident and acknowledged and the findings in this research cemented this central notion. All of the organizational leaders that participated in this research felt that their role in providing the organization with vision, plans, objectives, and a sense of direction was highly important for the overall functioning of the organization. The organizational leaders were responsible for ensuring that the organizations effectively and efficiently dealt with the challenges and opportunities that they encountered during the course of their operation. Thus the results of this study pertaining to the importance of leadership for the organization were consistent with the findings of Rowe et al. (2005), which indicated that leadership was one core variable believed to be independently linked to organizational performance. Moreover, the findings of this research correspond to Pfeffer's (1998) findings, where it was noted that the programs and practices initiated and implemented by organizational leaders contributed to improving the bottom line of the organization since this research found that the role of the organizational leaders was instrumental in boosting the efficiency and effectiveness of the production operations, expanding the organization's market, boosting the customer base, adopting and enhancing the utilization of technological and innovation in the organization, and taking advantage of the policies implemented by the public sector, as well as formulating strategies to respond to the challenges resulting from the policies of the government.

The second finding indicated that the organizational leaders as well as the employees preferred and implemented the participative and democratic styles of leadership in order to lead and operate the organization. Nonetheless, as noted in this research, at times the leaders needed to exercise autocratic leadership, especially in situations that required immediate actions and regarding issues that were highly important for the organization. This is consistent with the findings of Negron (2008), who indicated the benefits of the directive style of leadership. However the findings of this research that clearly indicate that employees preferred a more participative, supportive, and democratic leadership style compared to a directive and autocratic one were consistent with the findings of Jayasingam et al. (2007), who postulated that owing to the rapid globalization and development in diverse fields related to the dynamics of the leader–follower relationship, subordinates, and employees nowadays are highly reluctant to accept and acknowledge the autocratic leadership style that does not align with the current traits of subordinates that exhibit an enhanced level of competency, knowledge, and independence.

The findings underlined the importance of open communication and interaction between organizational leaders and employees in order to enhance the overall functioning of the organization. Thus it was evident in this research that the organizational leaders had the ability to influence the performance and productivity of employees. It is important to point out that the organizational leaders that perceived themselves as being relatively autocratic in their leadership style allowed employees to share and express their ideas and viewpoints. Thus the findings in this research are consistent with the findings of Ogbonna and Harris (2000) who noted that the participative style of leadership engages and allows employees and subordinates to influence decisions by integrating their input and contributions into the decision-making process.

Essentially the findings highlighted the notion that the key aspects of a participative leadership style, such as the notion of teamwork, employee empowerment, collaboration, and coordination among employees, were present across all organizations included in this research and were favorably viewed by the participants and had a positive impact on the performance of employees as well as the overall performance of the organization. This is consistent with the findings of Dubrin

and Dalglish (2003) who noted that democratic or participative leadership is the most ideal and best suited for leaders that need to deal with subordinates that face obstacles since by empowering the subordinates the leaders undoubtedly motivate them to perform and overcome obstacles.

Additionally, another finding related to the leadership style of organizational leaders indicated that the leaders exhibited traits of both the transactional and transformational aspects of leadership and were flexible and adaptive in their leadership style based on the context and situations. This corresponds to the findings of Boonyachai (2011) who stated that the dominant leadership style of Thai managers tends to be of a hybrid nature, that is, a combination of both transformational and transactional elements of leadership. Furthermore this finding is also consistent with Negron's (2008) findings, which indicated that leaders are flexible and adjust their style of leadership in order to meet the challenges posed by the situation. It was found that leaders used rewards to motivate employees to engage and contribute more towards the performance of the organization. This notion of organizational leaders extensively using monetary rewards and incentives is consistent with the findings of Bass and Riggio (2006), in which it was noted that transactional business leaders tend to offer rewards for productivity or tend to deny or hold back rewards for lack of productivity on the part of the employees and subordinates. Moreover, organizational leaders mentored and coached employees in order to inspire them to work collectively towards a common goal.

Significantly it was noted that organizational leaders adapted their leadership styles based on the context, situation, and employees at their disposal in order to positively enhance the overall performance of employees and the organization. Highly important was the finding that monetary rewards alone could not always motivate and inspire employees, thus making it necessary for leaders to use the transformative aspect of leadership to stimulate and inspire employees and ultimately improve their performance. This finding that suggests the importance of the transformational aspects of leadership style in boosting employees' performance is consistent with the research conducted by DeGroot, Kiker and Cross (2005), which indicated the positive relationship between leaders with high ratings in their transformational aspects of leadership and the organizational performance.

This research noted the fact that all of the leaders highlighted the importance of creating a committed, cohesive, dedicated, and inspired workforce through coaching and mentoring, thereby emphasizing the importance of the transformational aspects of leadership. This is consistent with the findings of Geyer and Steyrer (1998), which underlined the positive relationship between transformational leadership and organizational performance.

The second research question focused on understanding how leadership styles impact organizational performance. Two major themes emerged from the data: (1) the dimensions of organizational performance, and (2) the impact of leadership styles on organizational performance, both of which are relevant to research question 2.

Basically, this research found that the financial performance dimension of organizational performance was given utmost priority across all organizations. This is consistent with the findings of Waldman et al. (2001), and Hoogh et al. (2004), which highlighted the importance of the net profit dimension and the sales volume of the organization. It was found that the organizational leaders implemented expansion and diversification strategies in order to boost the market share and customer base of the organization in order to improve the financial performance. It was also observed that the diversification and expansion strategies implemented by the leaders resulted in increasing the efficiency and effectiveness of the organization by reducing production costs, expanding market share, and increasing the customer base as well as increasing the overall profitability of organizations.

Besides the financial performance of the organization, the organizational leaders also focused on other key areas, as noted in this research. This finding is in line with the work of Kaplan and Norton (1992), in which they introduced the organizational performance measure called the balanced scorecard (BSC), which incorporates the four core dimensions of organizational performance: the financial, internal processes, customer/market, and learning and development aspects. For instance, the findings in this research showed that the organizational leaders focused on employees' well-being and satisfaction. The majority of the participants highlighted the direct link between high employee satisfaction and high employee performance, which ultimately boosted the performance of the organization. Thus the findings in this research correspond with the notion put forward by Kaplan and

Norton, that internal processes measures take into consideration the productivity of the organization, the capacity utilization of the organization's production, as well as labor and employee turnover.

Additionally, this research highlighted that the image of the organization was also taken into consideration by the organizational leaders when evaluating the performance of the organization. Basically the majority of the participants gave high importance to the corporate image of the organization in the eyes of the stakeholder when evaluating the performance of the organization and discussed the importance of corporate social responsibility and how much importance is given to the dimension of organizational image and prestige in assessing organizational performance. Furthermore, it was also noted in this research that the organizational leaders worked closely with the local community in order to create value for the stakeholders of the organization. Thus the findings in this research with regards to the dimensions that organizational leaders consider when evaluating performance correspond to the sustainable balanced scorecard (SBSC) and organizational sustainable performance index (OSPI) propagated by Hubbard (2009), which includes the social and environmental variables and dimensions in evaluating organizational performance, even though it was evident from the findings that the organizational leaders did not emphasize this aspect as much compared to the financial performance aspect.

Finally, the organizational leaders also gave importance to the learning and growth activities of the organization when evaluating organizational performance. The findings revealed that the leaders evaluated their performance based on how well the organization has adopted and implemented technological innovations and development in its operation. Moreover, it was also noted through the findings in this research that the organizational leaders appreciated the importance of providing employees with training and development opportunities in order to ensure that the employees learned and acquired new skills and knowledge and be able to use new technological innovations and developments in order to improve their performance as well as the performance of the organization.

The research also highlighted the direct link between the leadership style of the organizational leaders and the performance of the organization. It was noted that leaders that encouraged employees to openly share ideas and feedback were rewarded

with higher employee engagements and recommendations that resulted in higher performance. Moreover the leaders that implemented a hands-on approach were able to improve the performance of the organization. Additionally, it was noted that a leadership style with transformational aspects of leadership increased the employees' morale, resulting in the higher performance of employees and of the organization as a whole. Furthermore, the leaders that focused on the training and development of employees as well as facilitated and fostered the use of technology and innovation in the organization also improved the overall performance of the organization. Nonetheless the important point that needs to be kept in mind is that the hybrid nature of the leadership style of organizational leaders, projecting both the transactional and transformational aspects, was clearly evident and visible.

The third research question focused on understanding other key determinants of organizational performance besides leadership styles. One major theme, other determinants of organizational performance, emerged, which is relevant to research question 3.

The findings from this research highlighted various other determinants of organizational performance besides the leadership styles of the organizational leaders. The key determinants that emerged from the research included organizational employees, technological innovation and management information systems, organizational structure and culture, and the policies of the public sector. All of these determinants directly and indirectly affected the performance of the organization. The findings are consistent with the findings highlighted by Weiner and Mahoney (1981), in which they indicated that there was a wide range of external and internal variables that significantly contributed to and impacted organizational performance such as organizational structure, culture, strategy, employees, innovation/design, IT and technological designs, suppliers, competition, the business environment, clients, and a host of other variables.

The fourth and fifth research questions focused on understanding how other key determinants of organizational performance as well as the cultural, technological, economic, and demographic transformation in the twenty-first century affected the leadership style of the organizational leaders. One major theme, the influence on leadership style, emerged, which is relevant to research questions 4 and 5.

The findings of this research highlighted that the public sector and the policy it implements directly and indirectly affect the performance of the organization. The findings also showed that the policy of the Thai government to increase the minimum wage affected the profitability of organizations, thus hindering performance and leading organizations to shift their production and operation to relatively cheaper locations. Significantly, the results from this research highlighted the positive impacts of policies implemented by the public sector. The government policies to assist organizations in the form of conducting events, such as training and development seminars and workshops to train organizational leaders and employees in their operation, positively boosted performance. Moreover, government policies and interventions in the form of hosting and conducting trade fairs and exhibitions, providing investment incentives and assistance, as well as promoting Thai industries and tourism, all were seen to contribute positively to the performance of organizations.

The results from the research showed that the organizational leaders felt that employees that were dedicated and committed were able to contribute more to the performance of the organization in the form of new product ideas and viewpoints as well as feedback that was instrumental in enhancing the productivity, effectiveness, and efficiency of the organization. This accepted notion of the importance of employees resulted in organizational leaders investing in their training and development in order to develop employees' skills and knowledge.

Besides employees, technological innovation was another important determinant of organizational performance. The results indicated how organizations that integrated technological innovation and automation into their operation were able to improve the performance of the organization in terms of efficiency, effectiveness, and productivity.

The organizational culture also impacted the performance of the organization. The findings indicated that a strong corporate culture where the employees are united in their mentality with respect to the organization's vision and mission boosts the performance of the organization due to enhanced cooperation, teamwork, and dedication. It was evident that organizations with a positive and strong organizational culture enjoyed higher performance since the leader's vision and values were effectively transmitted to the employees and stakeholders of the organization.

The findings also highlighted how the structure of the organization affected its performance. The findings revealed that organizations with clearly-defined rules and regulations as well as clearly-defined transparency and accountability procedures fostered the performance of the organization since the employees understood their roles and duties. Moreover, the empowerment of employees through delegating and assigning clear tasks and responsibilities facilitated the employees' performance and ultimately boosted the performance of the organization.

Significantly, the results of this research put into the forefront the fact that the leadership styles of the organizational leaders have been influenced by several factors related to the transformation in the twenty-first century as well as by other determinants of organizational performance. For instance, the rapid technological innovations and development have encouraged leaders to integrate and adopt these innovations into their management and leadership roles, as well as encouraging the organization to implement these innovations in their day-to-day operation. Thus the leaders that have adopted these innovations have been able to enhance the communication between themselves and the stakeholders of the organization. Moreover, the organizational leaders that have successfully integrated automation and innovation into their operation have been able to boost the overall performance of the organization. This notion of organizational leaders adopting technological developments and innovations in order to remain competitive and to ensure success for the organization is in line with the findings of Dess and Picken (2000), which noted the importance of organizational leaders to be able to adopt and adapt to changes.

Importantly in this research it was noted that the advent of social media and technological innovations has positively affected the performance of the organization, particularly in the case where leaders adopt and encourage its utilization and implementation in order to remain connected with clients, suppliers, and the stakeholders of the organization. This is consistent with the findings of Jucan et al. (2013) which found that the advent of social media or in other words the global media network that has enhanced the connectivity between people across the globe has provided various benefits to the organization, especially in terms of communication, collaboration, community, and intelligence opportunities. Moreover, the findings of

Nilsson (2012) back up the findings in this research, which indicated that, the organizational leaders that made use of social media and technological innovation could positively increase customers' and stakeholders' satisfaction and ultimately the performance of the organization.

The nature of employees has also affected the leadership style of the organizational leaders. The study revealed that the current generation of employees is more concerned about sharing their ideas and viewpoints, thus making it necessary for organizational leaders to allow employees to engage more in the overall operation of the organization. This could be explained by the finding in this study that employees as well as leaders preferred a more participative and democratic style of leadership. Additionally, the current generation of employees is open to various job opportunities, thus making it necessary for organizational leaders to ensure that the organization has an attractive compensation and incentive package in order to attract and retain valuable employees and talents. Thus the findings in this research pertaining to the nature of employees are consistent with the work of Hamilton (2013), which noted that today's employees are already highly connected.

The leadership styles of the organizational leaders were also affected by the organizational culture and organizational structure prevalent in the organization. For instance, it was evident from the study that organizations with clearly-defined roles and responsibilities resulted in enhanced communication and empowerment notions between the organizational leaders and employees. Additionally, the leaders could communicate more effectively with employees in an organization with a strong and united organizational culture.

Significantly, the study also sheds light on the fact that the ethnicity of the organizational leaders affected their leadership style. It was noted that the ethnic Indian Thai leaders felt comfortable having a Thai supervisor to act as a link between them and the employees as well as the authorities in the public sector. Furthermore, the current generation of ethnic Indian Thai leaders was more confident in their expansion and diversification practices owing to the fact that they felt more Thai compared to their predecessor, thus resulting in a more engaged leadership style with the stakeholders of the organization. Significantly the study highlights that the ethnic Indian Thai leaders were highly competitive and result-oriented by nature and carried

this same enthusiasm and vigor into the way in which they led their employees and the organization as a whole.

Thus basically a deep and thorough analysis of the findings in this research answers the five research questions. The findings highlighted that the role of leadership was highly vital for the organization, especially in setting visions, goals, and objectives as well as in leading their organization with strategies that boosted the organizational performance as well as helped the organizations respond to opportunities and threats in the organizational environment. It also highlighted the fact that the leaders practiced and preferred a more participative and democratic style of leadership, which was well received by majority of the employees. Nonetheless the leaders tended to adapt their style based on the situation and context in order to achieve their objectives and exhibited an authoritative style of leadership at times. Moreover, the organizational leaders exhibited both transactional and transformational leadership traits in order to lead their organization based on the situation and context. Significantly the dimensions of organizational performance were thoroughly covered and the link between leadership styles and organizational performance was highlighted. Additionally, the key determinants of organizational performance were also highlighted and also linked to how they affected the leadership styles of the organizational leaders. Finally, the fifth research question was also answered base on the findings, which revealed how the social, cultural, economic, technological, and demographic developments and transformations of the twenty-first century affected the leadership styles of leaders in the organization. The findings related to the ethnic Indian heritage of the organizational leaders were also discussed in order to reveal interesting insights into their leadership styles and how they led and spearheaded their organization

5.3 Implications

This research focused on understanding the impact of leadership styles on organizational performance without neglecting the impact that other variables have on the leadership styles as well as the performance of the organization. Thus the findings from this research have important implications that help in the understanding of the

dynamics of leadership and the way in which organizational leaders attempt to boost the performance of their organization. Since the key findings and characteristics of the leadership styles and roles in the private sector can easily be implemented in the public sector, the findings of this research have important implications for the field of leadership in both the private and public sector for both professionals and academics.

5.3.1 Leadership and Public Administration

This research has important research implications for the field of leadership and public administration. First, the research focuses on the impact of leadership styles on organizational performance without neglecting other variables that mediate and influence the role of leadership. Thus it provides a comprehensive understanding of leadership roles in an organizational setting. Secondly, this research provides an in-depth understanding of the leadership styles and behavior in Thai organizations, which facilitates the understanding of the preferred leadership styles in the Thai organizational context given the recent transformations that have taken place. Thirdly, this research links the role of public policy in organizational performance and facilitates the understanding of the role that government policies have in the performance of organizations as well as understanding how organizational leaders can cope with such government policies in order to ensure the smooth operation and performance of their organization. Fourthly, this research is one of the few researches that take into consideration the leadership style of ethnic Indian Thai organizational leaders, thus enhancing the knowledge and understanding of and insights into, the leadership styles of ethnic Indian Thai organizational leaders and how they lead their organizations.

5.3.2 Policy Implications

Significantly, this research has various important policy implications. First, it clearly highlights the fact that government policies directly affect the performance of the organizations as well as the leadership strategies of organizational leaders. Thus the public sector needs to come up with policies that positively enhance the performance and operations of Thai organizations. For example, the government should try to provide subsidies as well as financial and investment assistance,

especially in the manufacturing and production sectors, in order to counter the hike in the minimum wage. This move is necessary in order to ensure that manufacturers are able to remain competitive and do not need to shift all of their core production and manufacturing operations to neighboring countries, which would adversely affect the Thai manufacturing industry and the economy as a whole. Secondly, the government should continue to be aggressive in conducting and hosting training and development seminars for organizational leaders and employees in key sectors such as tourism, hospitality, and manufacturing in order to enhance and facilitate the sharing of vital knowledge and information among the organizations in these industries, which would help boost performance. Thirdly, the government should continue to host trade fairs and exhibitions as well as expand the depth and dimensions of trade association activities in order to assist Thai organizations in expanding their market as well strengthening their global presence, which will help organizations increase their market share and overall performance.

5.3.3 Implications for Organizational Leaders

This research also has important implications for organizational leaders in both the private and public sector. Organizational leaders need to understand the importance of their strategic leadership roles in helping boost the performance of their employees and the organization as a whole. Moreover, organizational leaders need to understand that employees prefer a leadership style that is more participative and democratic in nature, as well as leaders that implement both transformational and transactional leadership traits. Another important implication for organizational leaders is related to the dimension of organizational performance. Basically, leaders need to take into consideration both the financial and non-financial indicators of performance during performance assessment and evaluation. Moreover, organizational leaders in the public sector can adopt the best practices and innovation like their counterparts in the private sector in order to enhance service delivery performance and to reduce costs.

5.4 Limitations and Suggestions for Future Research

This research mainly provides the viewpoints of organizational leaders and employees in the private sector, thus providing the opportunity for future research to be conducted on organizational leaders in the public sector based on the same theoretical and conceptual background and foundation that this research has extensively provided. Moreover, the viewpoints and perspectives of public policymakers can also be researched in the future in order to get their side of the story as to how the policies of the public sector affect the organizational performance of private organizations. Other important future research can also be conducted regarding how public policies and practices affect leadership roles in the private sector. Moreover, in the future a thorough longitudinal study with more participants can also be conducted in order to capture a deeper and comprehensive understanding of the multifaceted, multidimensional, and complex nature of organizational leadership. Finally, as highlighted through the findings of this research, that organizational performance in itself is a highly complex and dynamic field of study, future research could be directed at understanding the dimension of organizational performance singularly in order to capture the essence of organizational performance in both private and public organizations.

5.5 Concluding Remarks

This research explored the role of leadership styles of organizational leaders in the performance of the organization. Based on the qualitative research design implemented in this study it was found that the leadership styles of the organizational leaders directly affected the performance of the individuals and stakeholders of the organization and subsequently affected the performance of the organization as a whole.

Basically it can be stated that organizational leaders understand the need to exhibit a hybrid of both transactional and transformational aspects of leadership traits in order to be able to bring out the best in their employees as well as ensuring that the organization is able to perform effectively and efficiently. Moreover, it was found that

organizational leaders tend to be more participative and democratic in their leadership styles in order to ensure the harmonious and smooth operations of the organization. Additionally, it was noted that besides the leadership styles of the organizational leaders, other determinants prevalent in the organization as well as external factors do indeed affect the performance of the organization. This notion cements the fact that leaders need to adapt their style of leadership based on the situation as well as the nature of the organization in order to be effective in leading their organization.

Finally, it was found that organizational performance is a complex and multidimensional concept with various indicators and ranges that organizational leaders focus on in order to assess and evaluate the performance of the organization. Basically, it was noted that financial indicators alone were not enough and therefore the organizational leaders focused on other core performance indicators in order to gauge and measure the performance of the organization.

Thus in this research it was evident that the leadership styles of the organizational leaders affected the performance of the organization in various ways, and despite the prevalence of other determinants of organizational performance, the role of organizational leaders will always stand out as the single most important determinant of organizational performance. The discussions and findings, along with the evidence and supporting arguments from the informants in this dissertation, have undoubtedly proven this core assertion and thesis.

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APPENDICES

APPENDIX A

INTERVIEW QUESTIONS

Besides the basic interview protocols related to the demographics and personal details of the participants, as well as the basic information about the organization, the following questions and probes related to the research questions were used during the interview process:

Questions for organizational leaders:

In your perspective what is leadership in both the general as well as in an organizational context?

Is the role of leadership important in your organization?

How does your role as an organizational leader differ from that of your predecessor?

What are your main roles and responsibilities as an organizational leader?

What type of leader do you perceive yourself to be?

What type of leader do your employees perceive you to be?

How do you motivate and inspire your employees?

What type of leadership styles do you implement in leading and interacting with your employees and the organization?

Describe your leadership style.

How does your leadership style affect the performance of the organization?

How does your leadership style affect your employees, clients, and the stakeholders of the organization?

What are your main contributions and proud achievements as an organizational leader?

What are the main challenges and obstacles that you face in leading the organization and how do you deal with them?

What other factors besides leadership directly and indirectly affect organizational performance?

How do these factors affect the performance of the organization?

How do you deal with the various other factors that determine organizational performance in terms of both the opportunities and challenges they provide?

What dimensions do you focus on in evaluating and measuring organizational performance?

How do you measure organizational performance?

How do other organizational factors in your organization affect your leadership style?

What role does the public sector and the policies it implements play in your organization?

How does the policy of the public sector affect your leadership roles as well as the performance of the organization?

How do you respond to the opportunities and challenges resulting from the policies of the public sector?

What challenges does the recent change in the social, cultural, technological, and demographic realm in the 21st century have on your leadership style as well as the performance of the organization?

How do you respond to rapid technological changes and innovations in leading your organization?

Do you adopt these rapid technological changes and innovations?

How does technological innovation affect the performance of the organization?

How different is leading employees in the past and the current crop of employees?

How do you deal with the current generation of employees?

Does your ethnicity affect or play a role in your leadership style and roles?

Questions for employees:

Is the role of leadership important in your organization?

How would you describe the leadership style of your leader?

What type of leadership style do you think is most preferable and why?

How does the leadership style of the leader affect the performance of employees and the organization?

How does the leader inspire and motivate employees?

Do you face any difficulty in working with the leader?

APPENDIX B

INFORMED CONSENT FORM

Research Title: Leadership Styles and Organizational Performance: Leading in the 21st Century

You are invited to participate in the dissertation study entitled “Leadership Styles and Organizational Performance: Leading in the 21st Century.” The purpose of this qualitative research is to explore the relationship between the leadership styles of organizational leaders and the performance of the organization. Your decision to participate is voluntary.

If you grant permission and agree to be included in this research, you will be asked to participate in an in-depth interview with the researcher. The interview will last from 60 to 90 minutes and will be audio taped, with your consent. The interview will be conducted at a location and time convenient to you.

The records of this study will be kept confidential. The responses and participants’ identities will be coded so that individuals cannot be identified. Pseudonyms will be used to protect the privacy of the participants. Transcripts of the interview will be kept confidential.

I have read this form and agree to participate.

Signature

APPENDIX C

PROFILE OF ORGANIZATIONS AND PARTICIPANTS

Organization 1

Thailand is well known for its footwear manufacturing industry. The country's footwear products are manufactured for customers in the local markets and are also exported to different parts of the world. According to the Thai Footwear Association (TFA), Thailand's footwear products have a significant global following and enjoy high demand in various countries around the world. Basically according to the TFA, Thailand is one of the top ten footwear exporters and the industry employs around 300,000 workers.

In this research, one such large footwear manufacturing organization was included and was referred to as Organization 1 in order to maintain the confidentiality of the organization and the owners. The organization is owned by an ethnic Indian Thai family and was established back in 1980s. Over the years the organization has grown exponentially in terms of sales volume and production capacity and now commands a global presence. The organization exports most of its products to markets in the Middle East and Africa. Currently the organization employs more than 300 employees and specializes in men's and women's leather sandals and shoes. Besides manufacturing, the organization also engages extensively in wholesale distribution, exports, trading, and retailing. Moreover, in recent years the organization has also diversified its production line by adding ladies bags to its range of products.

Leader 1

Leader 1 is an ethnic Indian male organizational leader in his late 30s. He is multilingual and speaks fluent English, Thai, Hindi, Punjabi, and Arabic. He expressed without any reservation that he plays a highly influential role in effectively bringing together various departments and units within the organizational structure in

order to ensure that the organization moves in the same direction to achieve the common goals and vision that he has laid down. For example, he conducts and presides over departmental meetings as well as regularly personally inspects and evaluates the performance and operations of each department in the organization to ensure the effectiveness of the operation as well as to ensure that the various departments in the organization are coordinated and work as a team. Importantly he pointed out how he encourages each department in the organization to share knowledge pertaining to the operation of the organization in order to ensure that the vital information about the operation of the organization is available to all departments and units within the organization.

Below are some important statements from Leader 1:

“Leadership is all about energy and how to energize the organization and motivate those around you. Without effective leadership, employees tend to relax and may lose focus.”

“Sometimes I allow them to make decisions. I delegate sometimes but with prudence. I am able to inspire them by showing them that a certain way is effective. Moreover I am always in touch with my employees regarding the developments in the organization because ultimately the buck stops with me.”

“I am deeply grateful to the technological innovations that has been witnessed recently due to the fact that social media such as Facebook and application such as WhatsApp has been highly instrumental in boosting the organization’s revenues and profitability. Basically it would not be an overestimation to state that nowadays our mobiles phones act as a separate office that is able to generate business and revenue for the organization.”

“In dealing with clients and suppliers it is a plus point since clients in Middle East and Africa generally have good perception of Indians. The fact that myself being an ethnic Indian in Thailand sounds attractive to them since it is known worldwide that Thailand has good manufacturing and service industry, thus the people I come across are happy to engage with me for being an ethnic Indian Thai. Basically, it has a positive effect on our organization. As with Thai employees in the factory sometimes they seem confuse and a bit detached when dealing with me most probably because of my Indian looks, especially Thai employees who are not from Bangkok but since our factory manager is Thai and he links me and the employees well and overall everything runs smoothly.”

Employee 1

Employee 1 is one of the most important employees of organization 1 and according to Leader 1 he is one of the most trusted and valuable individuals in the

organization. Employee 1 serves as the factory manager of the organization and his main role is to ensure effective management and operation of the organization's manufacturing unit. He is an ethnic Thai male employee in his late 30s from the province of Buriram.

Employee 1 has over 9 years of experience working with ethnic Indian Thai organizational leaders and thus his views provide detailed and meaningful insight into the leadership styles of ethnic Indian Thai organizational leaders. He pointed out that he prefers to work under organizational leaders that allow employees to share their viewpoints and ideas, thereby allowing employees to contribute to the performance of the organization.

His assessment of his organizational leader is that the leader is open to feedback and has articulated communication skills and practices an open channel of communication. Employee 1 highlighted that the leadership style of Leader 1 revolves around the use of rewards and incentives as well as mentoring and guiding. He pointed out that Leader 1 also demonstrates a leadership style that is characterized by a good working relationship with all employees. Moreover, the leader tends to lead the organization with clear vision and strategies, tries to lead by successful example, and has a good knack in communicating with employees, is willing to take risk and responsibility, and most importantly is willing to listen to feedback from employees.

Employee 1 highlighted the notion that his leader falls more into the style of leadership that tries to use "carrots and sticks" to motivate employees. Moreover, he allows for participation and also provides guidance to his employees. Nonetheless, he indicated that the more mentoring aspect of his leaders' leadership style is evident in the organization's leader, especially when the leader provides guidance, advice, and mentors employees.

Employee 1 noted a sentiment that reflected the leadership style of his leader:

"The leader provides strategic guidance and vision to the organization and despite the fact that he tends to implement heavy use of rewards system to motivate workers it is not the only style of leadership. In our case the leader listens to employees and staffs despite being a bit demanding and particular about goals and objectives. Moreover he is able to lead by example and inspires employees especially when you note his interaction with suppliers and clients. We try to copy and imitate his style sometimes especially when wanting to complete certain challenging tasks and deadlines. His rationale is simple as he encourages employees to use all

means to get the work done. He also uses innovation and technological tools and encourages us to follow suit and make use of them as well.”

When asked about any dissatisfaction that he feels towards the way in which his leader leads the organization, Employee 1 stated that sometimes the organizational leader brings in two or three supervisors from India to help oversee the operations of the organization. According to him these important expats do not have the same understanding of Thai values or culture as the owner family or the organizational leader. This sometimes creates conflict between the Thai managers and the Indian expats. However, these are not substantial issues and have been resolved when the organizational leader listens to feedback and comments from the Thai managers and when he himself intervenes to explain to the expats their roles and responsibilities, as well as helping them to understand the operational norms in Thailand.

“Sometimes we have trouble since he brings some Indian managers from India, and most of them do not seem to understand Thai culture and way of life thus create conflict in the organization especially between managers and staffs. We are trying to resolve this problem by educating these imported Indian managers and executive the culture, sentiments, and values of Thai employees and society as a whole.”

Organization 2

Organization 2 is a large conglomerate founded by an Indian Thai family in the 1980s. The conglomerate has a vast business interest spanning various countries in Asia and beyond. The conglomerate engages in a broad range of businesses related to energy, biogas, information technology, real estate, plastics, trading, exports, diamonds, and jewelry. The head office of the organization is located in the famous business area of Silom. Currently the organization employs a total of over 400 employees across the conglomerate and there is the intention to employ more over the coming years due to further business expansion plans. The organization is headed by an ethnic Indian Thai organizational leader, who also happens to be the founder of the organization.

Profile of Leader 2

Organizational Leader 2 is an ethnic Indian Thai male in his late 50s. Despite being a highly-busy individual, he granted me permission to interview him and his assistant and he was very cooperative since he highlighted that he really supported any initiative that was related to education. Moreover, this interview was possible owing to the fact that one of my classmates during high school is employed as his personal secretary. I was informed that Leader 2 would visit the head office on a particular date and time and I was allotted an hour with him. Having started out with 1000 Baht (US \$30) in his pocket upon his arrival in Bangkok three decades ago, his hard work, determination, and dedication have seen him rise to where he is today. Prior to migrating to Bangkok, he assisted his father in their small family business dealing in plastics in India. According to him his decision to come to Thailand was attributed to various large Indian organizations, such as the Birla group, the Indo Rama group, and other Indian companies having successfully set up their operations in the Kingdom and also due to the fact that in the 80s and 90s the Thai economy was booming and attracting huge foreign investment, thus providing opportunities to foreign companies to tap the Thai market. As a naturalized Thai citizen he currently heads an organization with over 400 employees and is also a part of various philanthropic and social initiatives in Thailand. He has been leading the organization for the past 30 years with immense background and experience in dealing with a vast number of employees, stakeholders, and clients. Some of his memorable words that reflect his mentality and guide his organization can be seen in the following:

“Striving towards excellence is a state of mind. Excellence, we believe, is a journey, not a destination. The bar is always set higher and higher. Commitment to customer success drives us towards excellence. Day by day, every day, we are getting better and better and better.”

“In leading successful organization you need to be an organizational leader who focuses on teamwork, stressing the need to help and work with one another, and highly important is the ability to listen to other people’s ideas and perspectives. Some people with high school education but well experienced in organizational setting turn out to be exceptionally good and effective leaders who are able to lead organizations successfully.”

“Leading over 400 employees is highly challenging but can be done if you walk the talk.”

“Try to use monetary incentives on employees who attach importance to money and are highly ambitious. Keep in mind that employees will leave one day no matter how much you pay them, particularly employees who are too ambitious.”

“It is very essential to lead people who share similar values and beliefs with the way the organization should function and perform. That is one main reason why our organization conducts family trips and exhibitions in order to create a bond of unity and teamwork among employees and to bring the organizational leaders and managers closer with the employees. This greatly builds a strong organizational culture that boosts the performance of the organization.”

“I have a lot of initiative to make things happen. In my capacity as the leader of the organization as well as a nonprofit body, I try to encourage information sharing and cooperation among Indian owned businesses and organizations in Thailand in order to enhance successful operations of Indian businesses in Thailand. I have to admit that In Thailand being an ethnic Indian is better than being an ethnic Indian in the USA where it is quite often that Indian business owners faces instances of racism. In Thailand it is not so bad even though sometimes it does happen.”

Employee 2

Employee 2 is an ethnic Indian Thai female employee in her 30s who works as the personal secretary to Leader 2. She has been employed in the organization for over 4 years and is one of the closest aides of Leader 2. Employee 2 indicated that she regularly accompanies organizational Leader 2 and his senior executives to manufacturing sites and meetings with clients and stakeholders, thus making it possible for her to observe closely his interactions and leadership styles and the impact they have on the organization.

According to her, Leader 2 is a very humble and down-to-earth individual who actively incorporates spiritual morals and values into his leadership style. She highlighted that he is humble, understanding, and concerned about employees' welfare and conditions and follows an open-door policy with employees. She noted that Leader 2 practiced the empowerment of employees and encouraged employees of all levels to share their ideas and input in order to contribute to the positive performance of the organization.

She narrated to me that during visits to manufacturing sites outside Bangkok, Leader 2 would always make it a point to invite the operational level staff in the factory to attend and participate in the meetings with the senior executives in order to be able to learn from him the details about the manufacturing unit. According to her, Leader 2 encouraged employees to enroll in training and development programs conducted by the organization in order to acquire new skills and knowledge. She

underlined the fact that her leader could be seen as a leader that believes in the participative, democratic, and supportive leadership style and the positive impact it has on employees and subsequently on the performance of the organization.

Employee 2 revealed that she favors leaders that treats employees fairly and provide them with opportunity to grow and advance in their career, something that was clearly manifested in the leadership style of her leader. According to her Leader 2 places high importance on duty and responsibility for oneself and the organization and encourages employees to perform their duties to the best of their ability. Additionally, she indicated that employees look up to Leader 2 and are inspired by his words and actions. She clearly underlined the fact that Leader 2 encourages the employees to be humble, steadfast, and honest in carrying out their duties and responsibilities and to constantly improve, as she mentioned in the following:

“He is highly particular about duty and obligations. He stresses that one must carry out their duty to the best of ability and have to follow the rules and regulations of the organization. He treats employees based on their values and beliefs and knows how to treat different people based on their needs. He shows empathy and concern about the welfare of the employees and this can be attributed to his high spiritual moral and religious nature.”

Organization 3

Organization 3 is an organization that engages in ventures related to large and medium-sized hotels, construction, and real estate across the country. The organization was founded in the late 1990s and is owned by an ethnic Chinese Thai family. Besides leading the organization for over 15 years, the founder of the organization also has served in the public sector for over 3 decades and despite having retired from public office he continues to wield high influence with the Ministry related to transportation and highways. Currently the organization is led by his younger sister, who was included in the interview.

The main business engagement of the organization is related to the hospitality sector. The organization has two large hotels in Bangkok and another 2 large hotels in Pattaya. The hotels in Bangkok cater to clients from the Middle East and China, while the hotels in Pattaya mainly serve tourists from Russia and the Middle East. Besides catering to foreign tourists, the organization has another 2 resorts in Huahin and

Chaam that cater to domestic clients. Basically, the main business engagement of the organization is related to hotels and hospitality. Additionally the organization also engages in the construction and consultation services and occasionally serves as consultant to government and state authorities.

Leader 3

Leader 3 is an ethnic Chinese Thai female leader in her mid-forties. She has been leading the organization for over 5 years. Her inclusion in this research was essential as she could provide insights into the leadership styles of non-ethnic Indian Thai leaders. Moreover, the large scope and scale of her organization's tasks and functions provided an opportunity to explore and understand the leadership experiences in her organization. Her organization has multiple hotels and resorts across the country and she constantly travels between places in order to manage the organizational affairs and to oversee that the operations of her organization are effective and efficient.

The following are some memorable words from Leader 3:

“Whenever I delegate employees I encourage them to participate and share their ideas and inputs before deciding what is best for the organization. Significantly I try to make them aware of all the updates in the rules and regulations in the organization and get their feedback about how they feel about the new rules, new decisions, and new trends in the organization. Basically I encourage employees’ participation.”

“My style of leadership creates a favorable working environment that tends to encourage employees to share their ideas and perspectives and thus create a sense of harmony and teamwork I am more supportive and participatory and tend to delegate and empower my employees a lot. I am less strict and listen more to ideas and perspectives of my staffs and subordinates. I strongly favor collectivism both in performance and in appraisal. The performances tend to improve since people believe that they are working in a harmonious environment and have a say in the working of the organization.”

Employee 3-1

Employee 3-1 is an ethnic Thai female employee in her late 30s who works under the leadership of an ethnic Chinese Thai organizational leader. She has been working for the past 4 years in the organization as one of the senior executives specializing in marketing activities of the organization. Her insights provided a deep understanding of the ethnic Chinese Thai organizational leadership patterns.

According to her Leader 3 is very warm and friendly with her employees. She noted that Leader 3 exhibited a leadership style that could be described as democratic and participative in nature. She narrated how Leader 3 often delegates important operations and tasks related to marketing and promotion activities to her and her team. For instance she highlighted how Leader 3 allows employees to share their viewpoints, expertise, and knowledge in marketing and promotion campaigns, thus making employees feel empowered and motivated to give it their best efforts. Furthermore, she explained how the trust and confidence that Leader 3 has towards her employees make employees more committed and dedicated to the organization. However, she noted that because Leader 3 practices a leadership style that is more participative and democratic in nature some employees were confused and indecisive in carrying out their tasks. She recommended that the leader be stricter, especially with new recruits and employees that are not internally driven to perform.

Additionally, Employee 3-1 noted how Leader 3 regularly involves the staff and employees in the organizational decision-making process and encourages them to participate and share ideas. Additionally, in her organization the leader tends to focus tremendously on the improvement of skills and knowledge on the part of the employees by ensuring that the organization carries out training and development programs. One example that she brought to my attention was of the organizational leader encouraging employees to further their education in order to enhance their career paths. Additionally employee 3-1 highlighted how employees in the organization regularly attend workshops, seminars, and training related to hospitality and tourism.

During the course of the interview employee 3-1 indicated how Leader 3 integrates technological advancement and innovation in her day-to-day management of the organization. Moreover, she highlighted how the leadership competencies and efforts of the leader have been highly instrumental in tapping new markets in the Middle East and Europe owing to the promotion and marketing trips that Leader 3 organizes.

Basically, Employee 3-1 had a favorable outlook about her leader and believes that her leadership style has resulted in lower employee turnover, which has eliminated instability in the workforce.

Employee 3-2

Employee 3-2 is an ethnic Chinese Thai male employee that works for an organization headed by an ethnic Chinese Thai organizational leader. He is one of the main assistants to the leader and serves as her assistant in running the organization. His feelings and views represent the 6 years he has been employed in the organization.

He believes that the best type of leadership style according to most of the employees in his organization is a participative and democratic style, where the leader incorporates the employees and the staff into the decision-making process and is less demanding and authoritarian in nature. He admires Leader 3 in the organization for the fact that she delegates and ensures that all employees are made to feel important and special.

Though he was interviewed separately from employee 3-1, his viewpoints and opinions about Leader 3 were similar to those of his colleague. He noted how Leader 3 tends to provide employees with moral support and advice with regards to their personal and professional lives. According to his description Leader 3 encouraged employees to participate in the management of the organization and treated them with care, empathy, and respect. Moreover, employees are encouraged to share their ideas and feedback about the organization in order to improve the operations and processes.

He pointed out that the main weakness of the leader was the fact that she sometimes exhibited a free rein leadership style, which is negatively exploited by some employees. Thus according to him, she has become more aware of her weaknesses and now treats employees with a bit more discretion. Nonetheless, he went on to highlight that the leadership style of Leader 3 instills a harmonious work environment that results in a high level of employee satisfaction, which in turns boosts the employees' productivity and the performance of the organization as a whole.

Organization 4

Organization 4 is a relatively young organization that has been dealing in the manufacturing and production of leather goods and tannery for over the past 7 years. The organization's main products include footwear and bags, which are mainly exported to countries in the Middle East and Africa. The organization employs over 250 employees and plans to employ more over the coming years due to business expansion plans. Besides the manufacturing function, the organization also has two retail stores in Bangkok and one in Pattaya that act as retail outlets and showrooms for the organization.

Leader 4

Leader 4 is an ethnic Indian Thai male organizational leader in his late 30s who heads an organization engaged in the manufacturing of leather goods and tannery. He is a third-generation Indian with a graduate degree in management. Moreover, his story is interesting owing to the fact that he is the founder of the organization and was once a subordinate working for an ethnic Indian Thai as well. He currently has 2 factories and intends to expand more in the near future. He has been leading his organization for the past 7 years and his experiences and insights provided meaning for the study of leadership. His organization currently employs over 250 workers and extensively uses innovation and technology to enhance its performance.

Some important statements from Leader 4 are listed below:

"I would always try to advise and encourage my employees to work hard, chase their dreams, and never give up and always dream big. You can do great things in life as long as you believe. Try to motivate your employees and try to inspire all your stakeholders and you will be able to achieve your goals."

"I used to work for one organization and did not even have the guts to speak up and share ideas. I had no confidence and charisma and could not negotiate with clients and stakeholders of the organization. The owner of the organization I worked for gave me full freedom to do what I wanted and sent me on foreign business trips on my own to countries in Africa. He trusted me, showed me the way, gave me time and responsibility and left me to swim across the ocean on my own. Slowly I gained confidence and began to understand how to lead people and how to convince people and finally I am here leading over 250 people and inspiring them and running a successful business with the grace of God."

“I believe in inspiring and showing my subordinates the way to get the job done. I believe it is very important to motivate employees based on their personal ambition. I am charismatic and I know how to bring out the best in people.”

“I do not delegate so much since I trust more in my own abilities and decision making skills. I trust my employees but I trust myself more.”

“I demand a lot from my employees but I reward them well for their work. I am a strong proponent of hands on approach and full responsibility, commitment, and sacrifice. Sometimes it may seem like I am using my employees to achieve my goals and may come across as being bossy, ruthless, autocratic, but I believe that one needs to be strict in order to create discipline in the organization.”

“Being an ethnic Indian but with full understanding of Thai culture especially because my mother studied since her childhood in schools in Thailand and did not go to India for her education like most other ethnic Indians in The country and the fact that I am very close to my mother helps me mingle with Thai people easily and much more effectively compared to how other ethnic Indian Thais interact with local Thais. I have no problem with them because I know what I need and what I want from them. I am very proud to be Thai. Moreover, in the eyes of my foreign clients I am both a Thai and an Indian thus I gain the positives that both cultures have to offer.”

Employee 4-1

Employee 4-1 is an ethnic Indian Thai male employee in his late 20s who is responsible for monitoring and ensuring that the work flow and processes in the factory are in order. His main task for the past 3 years has been to supervise the manufacturing processes and inventory control of the organization and to submit reports and analyses to the organizational leader.

My conversation with him highlighted the important notion that workers favored organizational leaders that implemented in a broad sense both the transactional and transformational elements of leadership styles in order to be able to lead and guide employees effectively and productively. According to him his leader is a highly-motivated and internally-driven individual that tries to create a positive mentality among the employees. His verdict on the organizational leader is that the leader can ensure that the performance of the organization is boosted through the incentives and reward system as well as the leader’s ability to inspire employees through his confidence and charisma. Furthermore, he highlighted that Leader 4 integrates technological advancement and innovation into the work patterns and processes of the organization, thus positively boosting the performance.

Employee 4-1 indicated that the autocratic nature of the leader results in employees that are not motivated financially to leave the organization since they prefer a more relaxed working environment, which is rare in his organization. However, he pointed out that the leadership style of Leader 4 is suited to employees that are productivity and performance-focused and are willing to sacrifice and contribute to the organization.

Employee 4-2

Employee 4-2 has been working under her organizational leader for over the past 4 years. She is an ethnic Thai in her mid-40s and hails from the province of Phetchabun in the north of Thailand. According to her the organizational leader of her organization is able to inspire and motivate employees and has gained their respect over the years owing to his hard work and success.

According to her it is highly important for an organizational leader to be able to effectively communicate the vision and plans of the organization to the employees in order to ensure effective and productive performance in the organization. Her feeling is that her leader has these traits and therefore acts as a role model for the employees. She highlighted the fact that her organizational leader is very particular about performance and engages in measuring performance regularly and is highly driven to beat the competition and to ensure effective and efficient operations.

During the interview, Employee 4-2 was probed about the ethnicity of her leader and whether it affected the working relationship in the organization. According to her Leader 4 had a deep understanding and appreciation of Thai values and culture and often visits temples and conducts merit-making practices, thus making his Indian ethnicity almost insignificant and not a barrier to success. She highlighted how he can communicate clearly his plans and vision and makes employees follow his vision easily.

Basically, according to her Leader 4, though authoritative in nature, still manages to boost the performance of the organization through effective incentive and compensation packages as well as through the inspiration he provides to the employees and stakeholders of the organization.

Organization 5

Organization 5 is a large organization employing more than 600 employees and engaging in ventures spanning various industries including hotels, real estate, embroidery manufacturing, and exports. The organization describes itself as one of Asia's largest and most technologically-advanced embroidery manufacturers. The organization was founded by an ethnic Indian Thai family in the 1980s and is headed by an ethnic Indian Thai organizational leader, who also happens to be the founder of the organization.

The organization initially emphasized the production and trading of batiks and sarongs, a type of traditional wear used in South East Asia. The main markets for batiks and sarongs are the local markets in the country, particularly in the north and south of the country. Batiks are also exported to Singapore, Malaysia, and countries in Africa. Besides the traditional wear of batiks and sarongs, embroidery lace is also manufactured and has come to be the core business of the organization. Despite diversifying its business ventures the core business and resources of the organization are engaged in the lace and embroidery sector. Besides serving the growing demand in the domestic market, the organization also engages extensively in exports and international trade. The organization's main export markets are countries in Europe and North America.

Leader 5

Leader 5 is an ethnic Indian Thai organizational leader in his late 50s who heads an organization that engages in ventures spanning hotels, real estate, embroidery manufacturing, and exports. He has been leading his organization for the past 30 years and has nurtured numerous individuals that have gone on to head their own organization. His open embrace of technology into the organization's work processes as well as incorporating technological and information technology programs, software, and applications into the way he manages and leads people have contributed significantly to boosting organizational performance and he has seen his organization emerge as Asia's largest embroidery manufacturer. Under his leadership the organization has diversified into the hospitality industry specifically in areas

related to high-end hotels and serviced apartments. The core business remains the lace and embroidery industry and his leadership has seen his organization cement its status as a leading lace and embroidery manufacturer in Asia. Currently his organization employs more than 600 employees and utilizes computerized innovative state-of-the-art embroidery machines imported from Europe.

The following are some important words from Leader 5:

“Leadership is all about understanding one’s commitment and duty. It is very important to walk the talk. Try to speak what is true. Try to inspire by being the role model and lead by example. Try to inspire employees by being ambitious and practical. Leadership is not only about rewarding people but also by inspiring them to great things.”

“I believe in leading by example. I delegate and encourage my employees to take decisions and achieve their goals at all levels be it individual, departmental, and organizational. Basically, I act as a mentor. My style of leadership can be termed as ‘a proactive democratic leadership style’ if you will. By delegating, coaching, and mentoring my employees I enhance their skill sets. Since I encourage employees to take decision it enhances their confidence level and gives them happiness which shoots up their morale and sense of achievement thus positively affecting their performance.”

“Through heavy investments in research and development as well as technological innovations especially in the realm of production and inventory management we have emerged as an industry leader in Schiffli embroidery and lace production and export. This embrace of technology as a leader is one of my proudest achievements since we can now firmly state that we are Thailand’s leading organization in our field of expertise. This is not ordinary given the worldwide positive reputation and demand for high quality embroidery and lace from Thailand. Basically I am a strong believer of technology and automation in organization work processes owing to my first-hand experience as to the power it has on increasing the performance of the organization. Under my leadership we have modernized the plant with the state of the art computerized embroidery machines and this has significantly boosted the financial, sales, and operating aspects of the organization when compared to olden times when we used to implement the earlier manual design system. Moreover, we use technology and social media to enhance our presence worldwide.”

“When our factory was affected by floods in 2011, I had to accumulate all my strength and leadership experiences in order to deal with the situation. Together along with the managers and all employees of the organization we had to ensure that the damage on the factory had to be minimized. I had to stand out and spent days and nights in the factory for almost a month in order to guide and advise the employees as to how to deal with the situation. This ‘hands on’ approach I believe inspired my employees who noted the determination and dedication with which I engaged myself in the protection of the organization’s assets. Fortunately, with the grace of God all went well with almost no major damages or financial loss.”

“We conduct performance appraisals and evaluation of our employees on a rigorous scale. The appraisal program is conducted twice per year and the main focus is to assess and analyze the SWOT of each and every employee. This is essential in order to assist employees in enhancing their strengths and improve upon their weaknesses. Moreover, it helps provide managers with information and knowledge about the employees’ skills sets so that work and tasks can be allocated to employees based on their strengths. Job training and development program can also be conducted in order to boost the knowhow and skills of employees which will ultimately benefit the organization. Basically all efforts are made to ensure that targets are met.”

“Keep your employees happy and that is the perfect recipe for success of the organization.”

“I was born and raised in Korat so for me I can even speak *Isaan* language and so it is not a matter of concern at all. I can interact with my Thai and Indian stakeholders as well as the workers in the factory who speak the regional dialects of the Thai language. But of course Thai managers are needed to control and supervise operational employees.”

Employee 5-1

Employee 5-1 is an ethnic Nepali Thai female in her late thirties that has been employed in the organization for over 18 years. Her main task is managing the organization’s manufacturing units and production process. She highlights the fact that her organization has a leader that invests heavily in research and development in order to ensure that the organization has the best technological innovation and system in order to be able to compete with the best in the industry.

Moreover, the leadership style of her organizational leader encourages teamwork and coordination among employees in carrying out their roles and responsibilities. According to her the leader uses rewards and incentives in accordance with the employees’ appraisal in order to motivate and encourage them to work harder. Moreover, her leader is someone that takes the frontline in times of crisis in order to guide and ensure that the organization is able to operate effectively and profitably. Additionally, the leader trusts and delegates to employees and encourages them to take critical decisions. According to her it can be stated that her leader acts like a mentor and coaches and guides them to perform better. Most importantly her leader can deal with stakeholders from all backgrounds and ethnicity.

Thus according to her, Leader 5 manifests through his actions traits of both the transformational and transactional leadership styles. Furthermore, his participative

and team building approach has been able to positively boost the employees' morale and satisfaction, which has ultimately boosted the performance of the organization.

Employee 5-2

Employee 5-2 is an ethnic Indian Thai male in his late thirties that has been employed in the organization for the past 7 years. His main responsibilities are export promotions and sales tasks. He travels often on foreign business trips and believes that the leadership style of his organizational leader has been highly instrumental in making him a better employee. He had these memorable words about his organizational leader:

“He is a type of leader who if he once decides to take you under his wings in order to teach you the art of business and if you are someone who is also completely willing to learn and practice working in an organizational setting, he can teach you a lot, possibly more than what schools and universities can teach you with regards to conducting practical business dealings.”

According to Employee 5-2, Leader 5 knows how to empower and delegate to employees. Moreover, he tries to assimilate technological development and innovations into the work processes in order to boost the organizational performance. Basically, according to him Leader 5 exhibits a leadership style that is oriented towards bringing out the best in employees through coaching and mentoring, as well as through attractive rewards and incentives for high performance. Furthermore, the ability of Leader 5 to engage employees in the work processes and operations gives them a sense of belonging and thus boost their productivity and performance as a whole.

Organization 6

Organization 6 is one of the country's largest logistics and shipping organizations. The organization was established in the 1970s and became an International Air Transport Association approved agent in the 1980s. The organization headquarters is located in the Ploenchit area of Bangkok and this was the place where the interview was conducted with the participants of this organization. The organization has a total of over 400 employees based in 8 branches across the

country. Since its inception, the organization has grown from strength to strength and its operation has expanded to cover all major markets across the globe. The main markets for the organization's shipping and logistics services are the countries in Africa, Middle East, Europe, and the Indian subcontinent.

Over the past two decades the organization has been ranked as the top 5 logistics and shipping agent in Thailand and the organization has often been ranked as the most productive IATA approved organization in Thailand.

Leader 6

Participant Leader 6 is an ethnic Thai organizational leader of one of the country's largest logistics and shipping organizations. His views clearly indicated that organizational structure and chain of command sometimes mediate the role of leadership, especially in instances where the leader is not a founding member of the organization or is not the owner.

Employee 6

Employee 6 is an ethnic Thai in his early 40s that has been working in the logistics industry for the past 14 years. His main responsibility is acting as a supervisor of the cargo department as well as supervising training and development with regards to the use of technological and automotive innovation in order to enhance the effectiveness and productivity of the organization.

According to him the role of leadership in his organization is enhanced and facilitated by other organizational variables such as structure, culture, and information technology. Furthermore he felt that the organizational leader leads by example since he has the knowledge and skills needed to ensure the effective performance of the organization. Moreover, he noted that the nature of the relationship between the employees and the leader is rigid and not very flexible, owing to the fact that the organizational structure and the chain of command are highly bureaucratic in nature and prevent the leader from completely being in control of the organization.

Significantly, Employee 6 highlighted the notion that despite the limitations imposed by the organizational structure and culture on the organizational leader in his organization, the leader still actively and constantly implements reward and incentive

programs in order to motivate and encourage employees to perform better by providing bonuses, flexi-time, and paid leaves. Moreover, the leader is well versed and highly knowledgeable about the logistics industry; thus he is able to inspire employees by coaching and mentoring them about the organizational functions and tasks. Employee 6 noted how the organizational leader advocates worker's development by providing them with training and development with regards to the use of technological and automotive innovation in order to enhance the effectiveness and productivity of the organization.

Organization 7

Organization 7 is an ethnic-Indian owned real estate, residential development, and hospitality-focused organization whose main business is located in tourist hotspots such as Krabi and Phuket, as well as in Bangkok. The organization was founded in the late 1990s and initially focused on building residential units in a province in north-eastern Thailand. Over the years due to growing opportunities in Bangkok and the tourist hotspots of Krabi and Phuket, the organization shifted its headquarters to Bangkok and opened another branch in Phuket to handle the operations of the organization in the tourist hotspots. The organization's headquarters are in the Sukhumvit area of Bangkok and the interview with the current organizational leader and his assistant was conducted there. The organization engages in consultation and the handling of the construction of resorts, apartments, and hotels in tourist hotspots as well as running boutique hotels and resorts. Currently the group owns four hotels in Bangkok, Phuket, Pattaya, and Krabi. Moreover, the organization also engages in the construction of residential beach-front villas in Krabi and Phuket, which it sells to high-end clients.

Leader 7

Leader 7 is an ethnic Indian Thai organizational leader in his early 40s. He has an excellent academic background in management and the conversation with him revealed meaningful insights into practical leadership roles and dynamics both from the perspective of a street-smart organizational leader as well as a highly-educated and knowledgeable person.

Below are some memorable statements from him:

“Leading an organization is not a one man show and that is why you need to build trust and relationship within the organization in order to ensure that the organizational performance and goals are met.”

Employee 7

Employee 7 is an ethnic Thai in her late 20s that has been working for the past 7 years under her organizational leader. She is very close to her leader owing to the fact that she acts as his personal assistant. According to her it is very easy to follow and understand the ideas, strategy, vision, and procedures of her ethnic Indian organizational leader. This can be attributed to the good communication skill of the leader.

She highlights the fact that the leadership style of her leader comprises both a type of leader that uses monetary incentives and packages as well as a more personal style involving coaching and mentoring notions of leadership, but for her personally she feels that she is fascinated and motivated by the charismatic nature of her leader, for example the way he tries to teach employees with respect and with the intention to really improve them, not just for the organization but for their own development. According to her the leader has faith in the employees and trusts their ability and know-how and shows it by empowering employees and delegating to them important tasks such as visiting and inspecting hotels outside Bangkok, following up on residential projects, and coming up with feasibility studies of new opportunities and markets.

She pointed out that leader 7 encourages employees to participate and share their insights into the vital decision-making processes of the organization and listens to employees feedback and comments. Significantly, she highlights that her leader gives high importance to the element of accountability and responsibility in the organization and is very particular about integrity, honesty, and deadlines. According to her Leader 7 tends to lead by example on all fronts.

She believes conclusively that she has learnt much from her leader with regards to the way a leader talks and shares his viewpoints with stakeholders of the organization, and most importantly the extent that a leader needs to be committed in order to ensure successful and profitable operations of the organization as a whole.

BIOGRAPHY

NAME

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ACADEMIC BACKGROUND

Bachelor's Degree in Business Administration majoring in General Management (Magna Cum Laude Honors) from Assumption University, Bangkok, Thailand, 2001.

Master's Degree in Business and Managerial Economics from Chulalongkorn University, Bangkok, Thailand, 2006.

PRESENT POSITION

Lecturer and Faculty member, Department of Business Economics, School of Management, Assumption University, Bangkok, Thailand since May, 2008. Teaching various economics courses in the undergraduate program such as Macroeconomics, Microeconomics, Principles of Microeconomics, Economic Reasoning, and Introduction to Economics.