

**A STUDY OF THE EFFECTS OF LEADERSHIP ON
ORGANIZATIONAL EFFECTIVENESS: A CASE
STUDY OF NON-PROFIT ORGANIZATIONS
REGARDING SEXUALLY-DIVERSE
GROUPS IN THAILAND**

Chanin Chakkrapopyodhin

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Public Administration
School of Public Administration
National Institute of Development Administration
2018**

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**Chanin Chakkrapopyodhin
School of Public Administration**

Assistant Professor..... *Ploy Suebvis*Major Advisor
(Ploy Suebvises, Ph.D.)

The Examining Committee Approved This Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of Doctor of Public Administration.

Assistant Professor..... *Thanapan Laiprakobsup*Committee Chairperson
(Thanapan Laiprakobsup, Ph.D.)

Assistant Professor..... *Ploy Suebvis*Committee
(Ploy Suebvises, Ph.D.)

Professor..... *P. Buracom*Committee
(Ponlapat Buracom, Ph.D.)

Associate Professor..... *B. Phinaitrup*Dean
(Boon-Anan Phinaitrup, Ed.D.)

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ABSTRACT

Title of Dissertation	A Study of the Effects of Leadership on Organizational Effectiveness: A Case Study of Non-profit Organizations Regarding Sexually-diverse Groups in Thailand
Author	Mr. Chanin Chakkrapopyodhin
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The current research aimed to 1) study leadership behaviors of nonprofit organizations regarding sexually-diverse groups from small-sized, medium-sized, and large-sized organizations, 2) investigate their organizational effectiveness, and 3) explore whether organizational leadership affected the organizational effectiveness of these nonprofit organizations.

Based on a qualitative research design, this case study focused on three nonprofit organizations relevant to sexually-diverse groups. Sources of data came from the related literature, interviews, and observations. Using Purposive Sampling, the data were also gathered from key informants including leaders, personnel, and clients of the target nonprofit organizations. In this study, research instrument included interviews, voice recorders, and notes. As collected by the researcher, the data were analyzed based on classification, percentage of answers from questions that correspond to indicators of leadership and indicators of organizational effectiveness, and the similarity of data from the key informants.

The findings revealed that there were differences in terms of organizational leadership of the nonprofit organizations. Specifically, there existed the Transformational Leadership in the large organization. The leader not only understood staffs' desire and expectation but also could inspire the followers to change in a positive way in order to reach the organizational goal. Also, he had been

the role model of a good leader that his staffs trust and respect. The medium-sized organization relied heavily on the Consideration Leadership. The leader always encouraged the followers and concerned interpersonal relationship among organizational members. The leader had a good relationship with members which was essential in the administration and always encouraged the followers. There was also the Democratic Leadership found in the small-sized organization. The leader focused on collaboration, consultation, collective expression, and openness to participation and shared opinions in order to accomplish the goals.

In terms of organizational effectiveness, this research used the effectiveness measurement criteria such as organizational stability. The indicators of the first effectiveness measurement criterion which is the organizational stability are adequate structural maintenance and development, practices in alignment with the environment and clear working rules and regulations. The second effectiveness measurement criterion is organizational success which indicators are success in achieving organizational goals/objectives /mission and the outcome of organizational practices in the form of services. The last effectiveness measurement criterion is learning and growth which indicators are the development of skills and capacity of the staff, the satisfaction of the staff and a good working environment. The results showed that in the large-sized nonprofit organization, the findings showed that the organizational stability and the organizational success were the indicators which got the highest scores in terms of organizational effectiveness. Considering the medium-sized organization, the organizational success as well as learning and growth were the indicators which got the highest scores in terms of organizational effectiveness. In addition, the organizational learning and growth had the highest scores regarding organizational effectiveness in the small-sized nonprofit organization.

The Policy Recommendations were 1) The government should formally promote the correct knowledge and understanding of sexuality and gender identity through a mandated curriculum. 2) The government should establish a law against discrimination due to different gender identity. 3) The government should improve and provide knowledge and understanding about people of sexual diversity to government officers.

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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Study

Nowadays, it is necessary for organizational management to be able to adjust their approach to meet a constantly changing environment and be capable of enabling the optimum use of limited resources in order to survive and succeed. A qualified employee is one of the most valuable and important resources, exceptionally good leaders who are capable of initiating activities to achieve organizational objectives and goals are undoubtedly important. Essentially, a good leader requires persuasion and influence skills to be able to convince people to pursue collective goals, relationship skills to maintain and strengthen the relationships within the team, management skills to set up a suitable environment and be able to earn the organization profit and success. A leader with leadership skills should have the ability to maximize people's potential and motivate people to bond with their job and organization. In fact, there are various studies of leadership in the academic field, and there are a variety of leadership theories that have been developed over centuries and applied to organizational studies, for instance, the study of Leadership Traits, Leadership Behaviors, Situational Leadership, and Transformational Leaders. Each theory can be used to support studies of government organizations, private organizations and nonprofit organizations.

However, the organizational context in each type of organization is different. In each case, the appropriate leadership behavior needs to be used accordingly. The leadership behavior which matches successfully with a government organization might not be used with a private organization or nonprofit organization.

A nonprofit organization is not driven by profit. It is considered as a third sector which is neither a government organization nor a private organization. Nonprofit organizations are also known as Non-Governmental Organizations (NGOs),

Non-Commercial Organizations (NCO), Community Based Organizations (CBOs), Charitable Organizations, Independent Sector, Civil Society, Voluntary Organizations or Sector and Philanthropy, depending on the context in each country.

These nonprofit organizations have a diversity of important roles determined by their objectives, e.g., social development, and public goods and public services production. They can appear in the form of either a registered organization or a non-registered organization, but all of them are not driven by profit, or they at least only use its surplus of revenues to further its goal. Leadership behavior needs to be specifically different between private organizations and government organizations in order to smoothly achieve charitable objectives. Usually, nonprofit organizations operate as a collective. The job consists of affection, faith, and bonding. To be able to run these organizations successfully, the leader's qualifications themselves must fit within a nonprofit organizational type, which is opposite those for a for-profit organization. On the other hand, a for-profit organization focuses mainly on earning profit for the organization and is concerned mostly with its own interests. The nonprofit organization leader is obliged to have a good relationship with the employees, be capable of motivation building, and be able to set the right goals for the employees so that they will wholeheartedly dedicate themselves to society.

Besides the fact that the leader's characteristics are required to be appropriate for a nonprofit organizational type, developing a measurement for nonprofit organizational effectiveness is challenging. Because the objectives between nonprofit organizations vary, the evaluation framework and leadership behavior that needs to be developed correspondingly for each nonprofit organization to achieve its organizational objectives successfully also varies.

The worldwide academic field of nonprofit organizational studies has gone through many changes throughout the past 30 years. According to a Mack Center study on 'Nonprofit and Public Sector Management' at Berkeley University by Srivastava, Schwartz, and Austin (2010), 196 articles were analyzed over international nonprofit organizational studies over the past 30 years. These studies reflect the changes in nonprofit organizational roles at the international level and get the attention of worldwide scholars who have been increasingly interested in nonprofit organizations, both in new countries and developing countries. To begin

with, scholarly work developed in the 1970s and 1980s on nonprofit organizations primarily focused on nonprofit organizational structural studies and duty changes.

In the 1990s most of the articles reflected attempts to build relationships between government and volunteer sectors, and globalization impacts. Then, in the 2000s, the studies jumped into nonprofit organizational management. In Thailand, there are still a slight number of nonprofit organizational studies compared to other government and private organizational studies. Nevertheless, during the past 10-20 years the number of nonprofit organizations in Thailand has grown from 10,000 in the 1970s to 70,000 in 2012. Moreover, when taking the type of nonprofit organization into consideration, the truth is that the number of social welfare service organizations has rapidly increased, from 6,499 in 1977 to 24,090 in 2012. In other words, during these 15 years 17,641 more organizations have been formed, up to 800 new organizations each year (National Statistical Office, 2013).

Among these statistics, of the continually increasing number of social welfare service organizations mentioned above, nonprofit organizations for sexual diversity is one of them. However, the number of social welfare service organizations which work for sexual diversity groups of people, or LGBT (lesbian, gay, bisexual and trans-gender/trans-sexual), both registered and non-registered organizations, is small. It is barely 1% of all social welfare service organizations. Additionally, it has been nearly 20 years since the first nonprofit organization for sexual diversity groups was registered and now there're still only 10 registered nonprofit organizations for sexual diversity groups. They work hard for groups of people with sexual diversity to promote health awareness among them, support human rights, support equal rights, and fight against all forms of discrimination. Thailand picked up these concepts when influenced by Western countries that diffused into Thailand along with consumerism trends as a substitute for social movement trends under the Thai democracy movement.

Hence, this study researches leadership behavior of nonprofit organizations regarding sexually-diverse groups in order to discover specific leadership characteristics which can lead the organization to achieve its organizational objectives in health awareness promotion and equal rights support by using a properly evaluated effectiveness framework.

1.2 Public Administration and Nonprofit Organizations

Public Administration has many approaches for developing bureaucracy. For example, bureaucratic training, administrative science study, both in Europe and the United States, applying private sector management science which focuses on performance assessments of public administration, and applying interdisciplinary science for developing public administration. Likewise, Public Administration in Thailand has formed a civil service college, opened with public administration courses to develop administrators and produce potential government employees (Thinapan Nakata, 2015, pp. 3-28).

However, over the past few centuries, the government alone could not respond to all private sectors and its people. Additionally, government knowledge alone cannot solve every problem. Moreover, rigidity in the system itself creates more problems, for instance, a long chain of command, strict rules in administration, lack of budget, not to mention the need to provide more public services to accommodate more various demands from more people. Consequently, it is mandatory for the government sector to seek out other knowledge from many sciences to cope with public administration's problems so that the system will be more flexible and be able to serve the people ever quicker and more accurately. So, a new public administration course known as New Public Management (NPM) is a paradigm shift that responds to social and public administrative problems using key performance indicators to measure performance efficiency and effectiveness.

These public administration concepts then later evolved into the New Public Governance (NPG) concept by Osborne (2010, pp.1-16). This evolution a change in management concept because the New Public Management (NPM) concept, which focuses mainly on private management, is weakening democratic accountability and overemphasizes citizen demands which are a failure (Polidano, & Hulme, 1999, as cited in Robinson, 1999). Further, it lessens the integration of services across government agencies. As a result, there's a fragmentation in public policy and in the implementation of public policy toward government agencies and public service agencies (Denhardt & Denhardt, 2011).

Therefore, the idea of New Public Governance (NPG) is to involve people in a co-production to co-produce products and services together with the government sector, either practically or conceptually. This concept considers people as “citizens” who have a mutual responsibility and political participation skills (Heater, 2003, as cited in, Tawilavadee Burikul, Ratchavadee MahaLah, & Eugenie Merieau, 2011). The concept considers the people as co-owners of the country according to the democracy concept.

The public administration concept believes that the stronger the democracy, the more effective public administration will be. Also, democracy’s strengths create legitimacy in administration. Public administration will then transform into being the public administration of the people, by the people, and for the people (Uthai Laohavichien, 2015, as cited in, Supachai Yavaprabhas, 2015, pp. 125-151).

Moreover, cooperation between government and the private sector is more important, as this network drives the cooperation and collaboration style between government, private, and nonprofit sector (Osborne, Radnor, & Nasi, 2013, pp. 135-158.). This collaboration builds good relationships between government and people, which strengthens social capital and benefits public administration in the long run.

To successfully apply the new public governance concept, it is necessary for the government to shift from the role of steering to the role of facilitating the private sector and citizens into public administration.

According to the government administration concept development, Ora-orn Poocharoen (2015, pp. 229-277) summarized public administration’s development paradigm as shown in Table 1.1.

Table 1.1 Public Administration Paradigm

	Ancient Public Administration (APA)	Traditional Public Administration (TPA)	New Public Administration (NPM)	New Public Government (NPG)
To whom	Subjects	Voters	Customers	Citizens
Policy Tool	Minimal provision	Direct provision	Contract-out	Co-production
Role of Government	Rule	Row	Steer	Facilitate
Characteristic	Royal, autocratic style	Post-autocratic, bureaucratic style	Post-bureaucratic, competitive style	Post-competitive, collaborative style
Accountability	Leader-driven	Hierarchy-driven	Market-driven	Network-driven
Goal and focus	Loyalty, obedience	Law binding, rule-based	Results, performance targets	Relationship, social capital

Source: Poocharoen, 2015.

Table 1.1 displays the latest paradigm in public administration's New Public Governance (NPG) which currently is in its formative stage. In order to strengthening the new public governance concept, clear guidance is needed. As of now, public governance guidance in the current public administration mainstream is the New Public Service (NPS) concept. Denhardt and Denhardt (2011) gives 7 principles of new public service, as follows:

- 1) Serve Citizens, Not Customers
- 2) Seek the Public Interest
- 3) Value Citizenship over Entrepreneurship
- 4) Think Strategically, Act Democratically
- 5) Recognize That Accountability Isn't Simple
- 6) Serve Rather Than Steer

7) Value People, Not Just Productivity

Hence, it is believed that the work of nonprofit organizations as the third sector could truly support the new public governance concept because of how closely this kind of organization works with the people. Thereby the organization tends to have an ability to understand local environment thoroughly, and tends to have a special skill to cope with some unique problems that the government sector may not be able to solve.

Besides, the nonprofit organization can represent the people to address their needs to the government sector and collaborate with the government sector as a cooperation network in order to provide public services so that the people can access those public services easier.

On the whole, nonprofit organizations for sexual diversity groups play an important role in assisting sexual diversity groups who are encountering problems and need help to live a happy life, healthy life, and safe life.

1.3 Social Movements and the Situation of Sexual Diversity Groups in Thailand

The social movement is a process established to create social change or to provide a political voice for society. Whenever there is an issue that the government is unable to solve or overlooks a particular social problem, civil society could gather into a movement to force the government to take notice for implementing appropriate policy and practical solutions. Additionally, social movements can inspire behavioral and attitude changes within society.

The social movement of sexual diversity groups has happened both in Thailand and internationally as a result of stress that people within diversity groups have faced. To clarify, some of them may have been bullied and intimidated, both in school and the workplace, some of them may have been discriminated against by friends, teachers or superiors, and some of them may experience social or family exclusion (Office of the United Nations High Commissioner for Human Rights, 2013; UNICEF, 2014). In 76 countries it's illegal to be gay, lesbian, bisexual or transgender. And in at least five, it can be punished by death (National LGBT Rights

Organization, 2013). In Europe, LGBT people have an experience bias-motivated discrimination, violence and harassment in different areas of life, including employment, education, healthcare, housing and other services (The European Union Agency for Fundamental Rights, 2013). According to the studies of Klawitter (1998, pp. 55-59.) and Badgett (2000, pp. 22-25.), there is a great possibility that a male of sexual diversity could get paid less for work than a straight male, as so with females of sexual diversity (Anastas, 2001, pp. 99-116.).

In Thailand sexual diversity groups are not accepted entirely because Thai society still has a bias toward the sexual diversity concept and a lack of understanding about gender and sexual orientation. To be specific, Thai people stick to their beliefs that the males needs to act like a male in behavior, live a male life, and marry a female. If the male turns into a gay or transwoman, it spoils the lucky life of being born as a male, or it could be the consequence of bad karma from a past life. Similarly, the perception of the female is that a female has to marry a male only (Suchada Taweessit & Umaporn Phattarawanit, 2011).

Thus, there are some groups of people who consider people of sexual diversity as abnormal people who have been rejected from society. This thought toward a person of sexual diversity could create prejudice which leads to discrimination, stigmatization, and rights deprivation (Napatsorn Charoenkan. (2017). A report from an international labor organization about gender identity and sexual orientation in Thailand, Promoting Rights, Diversity and Equality in the World of Work (PRIDE) Project (Busakorn Suriyasarn, 2014) concluded that the problems which happen to a person of sexual diversity are as follows:

- 1) Stigmatization, Discrimination, and Exclusion.

Sexual diversity groups in Thailand have been disgraced and discriminated against in various forms during employment or education. These people of diversity have to endure playing the role expected by society. In contrast, the person who has a different gender expression, such as trans women, have to encounter inequality, endure unsuitable jobs, and tolerate social exclusion such that the person cannot completely be a part of society.

2) Discrimination in Every Step of Employment.

Most people of sexual diversity have experience discrimination since their years of education, then again during their apprenticeship to be able to be employed or have a career progression, and during their employment to be able to access employment benefits and social safety

3) Accessibility to employment opportunities of transgender individuals, including people who have different gender expression.

This subject is meant to cover the transgender individual, this refers to both trans men and trans women and people who have a different gender expression, such as a tomboys or an effeminate gay males. This group of sexual diversity has to go through the biggest obstacles to employment. They are often pulled out of their primary job. Especially if the person who has a different gender expression interviews for a civil servant job, they are often asked about their gender and then they are rejected from the job, or they have to go through a psychological test when the other applicants do not have to.

4) Ghettoization in Transgender Employment.

Most transgender people have no other choice regarding job opportunity except earning money by being part of a stereotyped job pushed on transgender people, for example, as a cabaret dancer, beautician, or cosmetics seller. It is even worse for transgender people living in the countryside, because they have to accept working any job, such as working at home or the lowest production supply chain job. Finally, they are unfortunately indirectly forced to be sex workers.

5) Lack of Transgender Identity and Same-sex Partnership Legal Acceptance.

Transgender people are not yet accepted by law. If transgender people choose their gender and go through transition by medical assistance to completely become the gender they choose as a so-called transsexual, Thai law does not allow this transsexual person to change their titles accordingly. This lack of legal acceptance has an impact on that trans-sexual person, especially when the person needs to use personal identity documents. To illustrate, when the person is accepted for a job, win a scholarship, travel outside the country, or perform a legal action.

Additionally, same-sex couples are not allowed to register their marriage or register as a domestic partner. Unable to be legally married or registered, the couple could lose a lot of benefits and rights that they should have just as much as all legally married couples

6) The Limited Acceptance Over Sexual Diversity Groups in the Workplace.

There is a tendency that people of sexual diversity have been socially forced to display their pretended affection toward the opposite sex according to social norms in order to avoid rejection in the workplace. They have to hide their actual sexual interests at the beginning of their career and show their true identity only once they feel secure in the workplace.

However, this situation varies according to the conditions and culture of the workplace and profession. Same-sex sexual identity is considered a threat to a leader's reliability in high social status occupations such as lawyers and judges. Sadly, many people have to resign from their full-time occupation and enter freelance or self-employment instead.

7) Hostile Work Environment Toward Sexual Diversity Groups, Especially Trans-genders.

People of sexual diversity have to endure being defeated, from being made fun of or gossiped about to feeling insecure in their workplace. Sometimes they experience being latently asked private questions, being babbled to with careless speech, being humiliated by violent jokes or even raped.

8) Sexual Bullying and Harassment in School and the Workplace.

Sexually diverse people have to encounter different types of sexual bullying and harassment. It can appear in the form of verbal bullying, like a rude tease or taunt, to the greater level of being physically bullied or sexually assaulted, like beating and harassing in school and the workplace. There are numerous cases when sexually diverse people have been raped by a colleague in the workplace, a male inmate in prison, or a person in their own community due to their unclear gender identity.

9) Lower Work Security and Limited Access to Social Protections.

The person with sexual diversity has to find a simple job which is insecure, provides less benefits, and pays somewhat of a minimum wage. Besides, they have to pay a higher premium health insurance rate under the excuse that their life is more risky. Moreover, transsexual groups have been discriminated against in government hospitals because their physical body and identification card does not align. Last but not least, same-sex partners have been rejected from joint lending when it is allowed for non-married opposite-sex couples to borrow jointly.

10) Stigmatization and Discrimination Toward HIV Infected People.

In Thailand there is no law forbidding discrimination toward an HIV infected person. There are only some guidelines, which have not been legally written anywhere. Although the HIV infected person now tends to have more accessibility to antiretroviral drugs, they still have to endure HIV testing unwillingly as part of their job application and condition for employment renewal. As well, they have to experience the violation of their secret, or at worst, the termination of their employment contract.

11) Discrimination and Threats Towards Sex Workers.

Sex workers of sexual diversity tend to be sexually assaulted by local police in famous prostitution areas for foreign tourists more than women sex workers. Additionally, the transgender who does not work in the sex business has the risk of being captured and accused by the police and being asked to pay a “fine” or given a harsh penalty.

12) The Limited Area of Increasing Sexual Diversity Social Discussion.

In Thailand there have been many serious discussions among organizations for sexual diversity groups, but it has been limited to only certain areas. The rights of people with sexual diversity are still considered an unimportant issue for employers, departments, and the workplace

Moreover, Being LGBT in A Mechai Viravaidya and Jonathan Hezen (2014) SIA: Thailand report by USAID (2014) announced Thailand’s current sexual diversity situation, which reflects the factors affecting sexual diversity groups as follows:

1) Law and Policies.

In Thailand there are no current laws which protect against discriminatory practices pertaining to sexual orientation and gender identity. The reformation of laws becomes difficult, as the National Legislative Assembly tends to be conservative and the constitution and laws are considered to be a holy thing.

Medically, although the Department of Mental Health no longer brands people with homosexuality as people with permanent mental disorders, transgenderism remains branded as the pathetic Gender Identity Disorder (GID) (Sapaan Group, 2013), which has been stated in military recruitment dismissal letters. This change is the result of a sexual diversity movement in 2011.

2) Social and Cultural Attitudes.

Nowadays, sexual bullying in Thai society towards a person with sexual diversity is not obvious, and sexual exclusion is lessening (Thiamthep Thungsiri, 2003) enough for a person with a sexual diverse identity to have the courage to display their identity. However, this openness and acceptance only happens in the big city, other areas either do not yet accept it or their identity can be tolerated but still unacceptable (Jackson & Cook, 1999). It can generally be stated that the cause of this non-acceptance is a lack of understanding of the needs and problems the sexually diverse individual faces, specifically the struggle of family acceptance. Being respectful to the wishes of one's parents and upholding the family reputation is fundamental to how a Thai individual conducts his/her life.

3) Religion.

Religion is an important factor that contributes to Thai society's understanding and perceptions of sexual orientation and gender identity. Most Thai people ascribe to Theravada Buddhism, which has a negative perception toward different sexual orientation and gender identity that does not align with the social norm. In this belief, homosexuality is a consequence of past life immorality and being unable to control sexual impulses and tendencies. Not to mention the 5% who are Thailand's Muslim minority population, the majority of this population is highly conservative and disagrees about the sexual diversity of people. In these areas, there are great difficulties for people of sexual diversity to engage in sexual diversity group-centered movements and activities.

4) Employment and Housing Rights.

Sexual diversity groups have to face discrimination in the workplace because of the social expectation for people to act in conformity with their gender identity in both the workplace and society. At present, there are many sexual diversity groups opting to stay in the closet in order to avoid stigmatization and discrimination. There are various reports showing that people of sexual diversity have been rejected in their career progression or have been expelled from their job due to their sexual orientation disclosure.

The transgender community faces the most stigmatization and systematic discrimination of all sexual diversity subgroups in terms of employment because of the inability to cover their identity. This fact limits transgender individuals to being employed only in low-level jobs in entertainment, as bar hostesses, or in the sex industry.

In the case of relationship (marriage and family), there is a lack of legal recognition for same-sex partnerships. There is still an inequality when compared with marriage between a man and woman in order to gain access to social services and benefits, married couple insurance and benefits, and joint loans.

5) Education and Young People.

The issues of sexual orientation and gender identity are neither mandated curriculum on sexual diversity nor formally addressed in sex education. As well, in Sex Education textbooks homosexual behavior is still labeled as abnormal. Additionally, there's a policy upheld that an individual 'man' or 'woman' needs to wear the school uniform in compliance with their legally registered gender and any deviants will be punished. According to the 'Trans Respect versus Transphobia Worldwide' (The Foundation of Thai Transgender Alliance for Human Rights, 2015) report, which conducted a research study about discrimination toward sexual diversity groups, their result indicated that sexual diversity groups had experienced bullying, violence, disrespect by teachers, physical attacks, and sexual violence. Surprisingly, out of all the issues that Thailand's sexual diversity youth have experienced, most of them had experienced sexual violence, up to 29 percent, or it could be stated that the sexual violence issue makes up to one third of all the issues that they had experienced. Sadly, 8 percent of that 29 percent reported the experience of sexual violence at

school, and one of them told about the experience of being often forced to have intercourse by older boys.

The mentioned research study result agrees with the data from the report, “Bullying targeting secondary school students who are or are perceived to be transgender or same-sex attracted: Types, prevalence, impact, motivation, and preventive measures in 5 provinces of Thailand”. This study revealed that students who are or are perceived to be LGBT were victimized by both lower-secondary school students and upper-secondary school students, as shown in Figure 1.1.

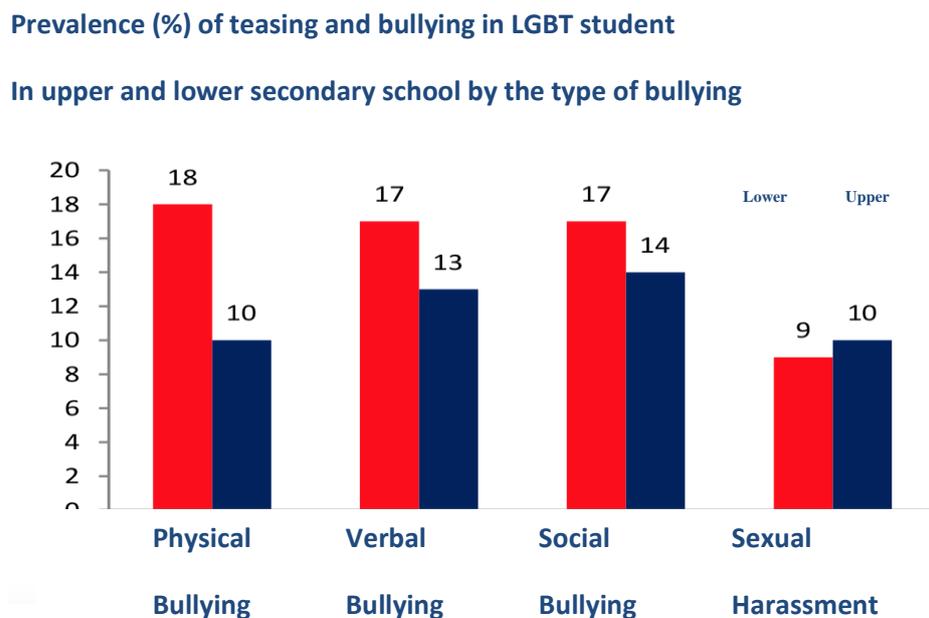


Figure 1.1 Prevalence of Teasing and Bullying in LGBT Students in Upper and Lower Secondary Schools by the Type of Bullying.

Source: Mahidol University, 2014.

6) Health and Well-being.

Regarding the health of people with sexual diversity, there are many areas of concern in Thailand, including HIV, sexual reassignment surgery (SRS), and accessibility to health services. The studies found clear evidence and revealed that, after the 2000s, the rate of HIV incidence in gay men and other men who have sex with men, as well as transgender women, is increasing, especially in the Bangkok area, being a large city and a center of prosperity and sexual diversity heaven.

According to the projection of HIV/AIDS in Bangkok 2010-2030 to prevent and cope with HIV/AIDS incidents of Thailand MOPH-US CDC Collaboration (TUC) (2016), it reported 3 phases of HIV infection in Bangkok, as follows:

The 1st phase was the phase during the years of 1988-1995, most of the HIV infections were in people who shared needles and female sex workers.

The 2nd phase was the phase during the years of 1996-1999, most of these HIV infections were in the wife or partner, who got HIV transmitted from the man who was a client of a female sex worker.

The 3rd phase is from the 2000s and on, most of these HIV infections are in men who have sex with men, as shown in Figures 1.2 and 1.3.

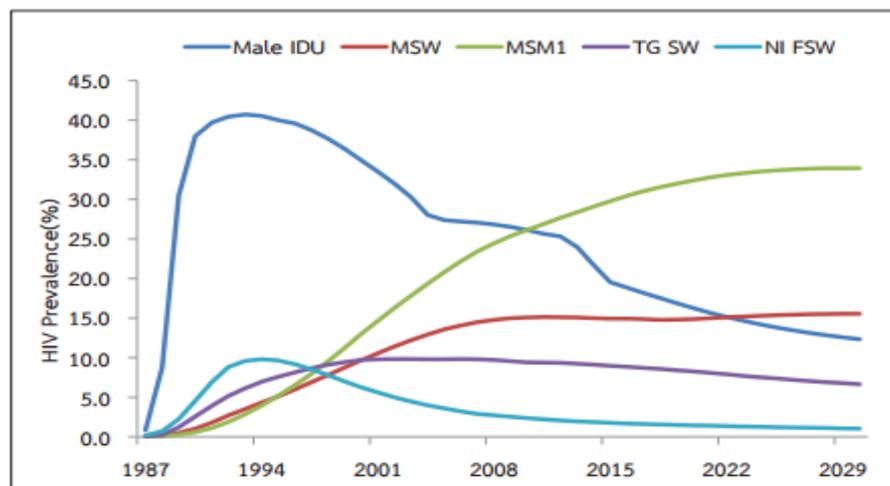


Figure 1.2 Prevalence of HIV by Population Group Since the Year 1987 and Projected to 2029.

Source: Thailand MOPH-US CDC Collaboration, 2016.

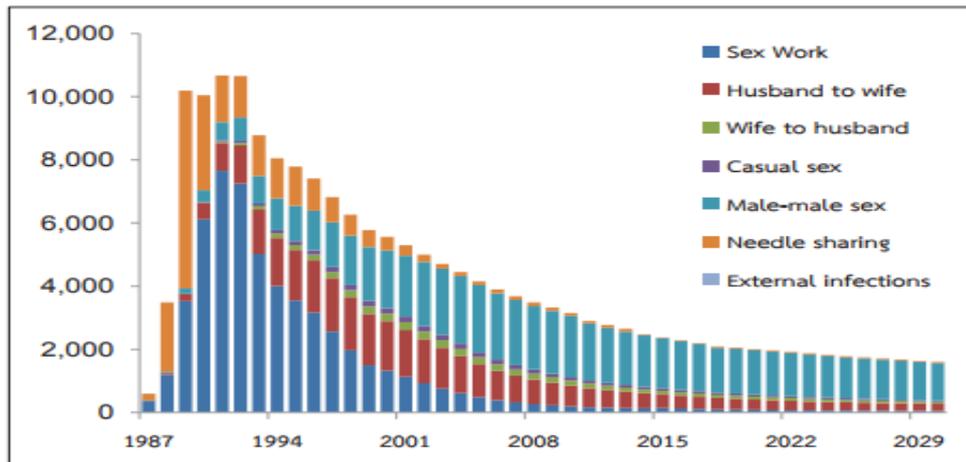


Figure 1.3 Total Number of New HIV Infections by Mode of Transmission from the year 1987 Projected to 2029.

Source: Thailand MOPH-US CDC Collaboration, 2016.

As of now, more than 50 percent of new HIV infections are male homosexuals. If male sex workers are included, the total new HIV infections of male homosexuals and workers would be up to two-thirds of all new HIV infections, as shown in Figures 1.4 and 1.5.

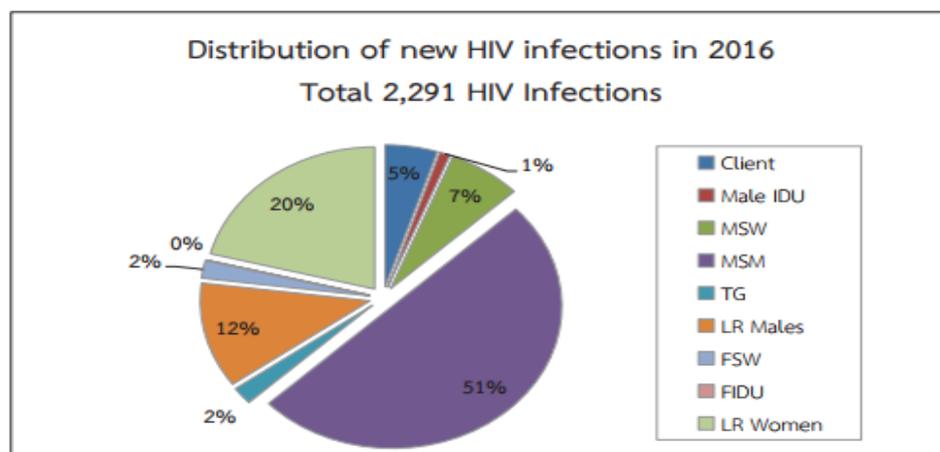


Figure 1.4 Distribution of New HIV Infections by Sub-population, 2016.

Source: Thailand MOPH-US CDC Collaboration, 2016.

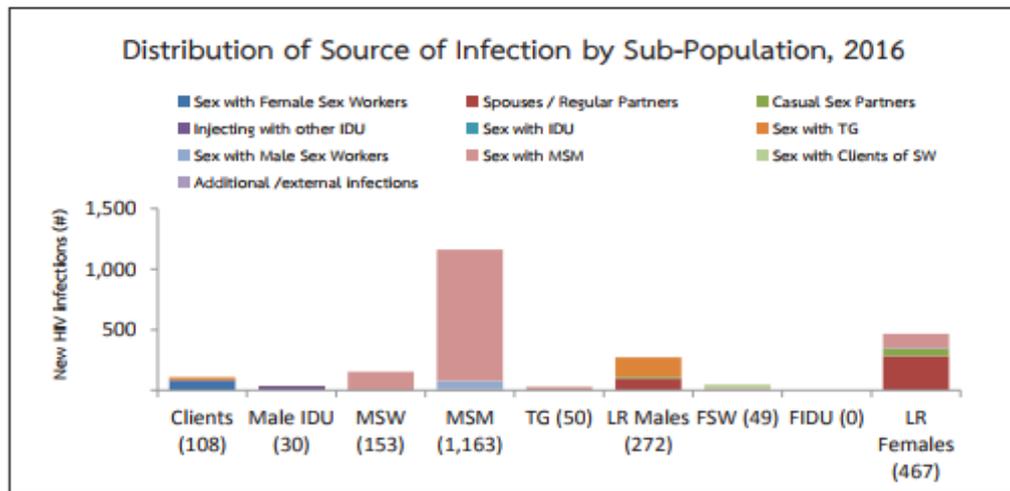


Figure 1.5 New HIV Infections-distribution of Source of Infection by Sub-population, 2016.

Source: Thailand MOPH-US CDC Collaboration, 2016.

However, there are no reports on HIV infection in other sexual diversity sub-populations, such as lesbians, and bisexuals.

Regarding well-being among people of sexual diversity, Thailand leads the world in the number of surgeries for male-to-female transgender individual operations, but female-to-male sexual reassignment is less advanced, much more expensive and scarcer. Nevertheless, the law does not allow transgender individuals to change their sex on legal documents even after sexual reassignment surgery has been performed.

Organizations for sexual diversity groups also lack funding and lack research health studies for other issues besides HIV.

7) Society and Family.

In Thai society, some people may tolerate sexual diversity groups at a certain level. Many others still encounter discrimination and exclusion in the family, education, media, laws, government, economic and religious institutions, and organizations.

There is a conflict between Thailand as an image of a sexual diversity heaven for tourists and the truth of sexual diversity acceptance within the country.

8) Media and Information and Communication Technology.

People of sexual diversity are portrayed in the media mostly negatively or as jokes on television shows. Thai media does not regularly report incidences of harassment, discrimination, and violence toward people of sexual diversity. The said incident reports might improve the image and create a more positive attitude toward sexual diversity groups in Thailand.

9) The Condition and Regulations of Organization Registration.

The last issue affecting sexual diversity groups is the ability of organizations dedicated to working for people of sexual diversity. To register as an organization with the Ministry of Interior one has to go through many complex procedures due to government regulations and conditions. To illustrate, the organization has to run a check with the police, has to register as a local organization or association, has to name the organization properly and must have proof of a substantial financial capacity of at least 200,000 Thai Baht.

10) Lack of Budget.

Society often considers these organizations in the area of HIV prevention and treatment, so the funds only aim to health promotion. On the other hand, the organizations for sexual diversity people working on rights and policy advocacy issues have given less funds, which could limit the opportunity and capacity of their work.

All these situations about sexual diversity groups point out the many areas of problems that the organizations have to cope with in order to create change, encourage social movement, and provide a political voice toward government in order to help people of sexual diversity. To be able to achieve those objectives, nonprofit organizations for sexual diversity groups need good leaders who fit with the organization. This kind of leader could strengthen and sustain the organization and enable it to be measured by an organizational effectiveness evaluation.

1.4 Research Questions

1.4.1 What is the kind of leadership in the nonprofit organizations regarding sexually- diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations?

1.4.2 What is the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations?

1.4.3 Does the organizational leadership of nonprofit organizations regarding sexually-diverse groups the size of the organization—small-sized organizations, medium-sized organizations, and large-sized organizations—affect the organizational effectiveness of nonprofit organizations for sexual diversity groups? How?

1.5 Research Objectives

1.5.1 To study the leadership behavior of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations.

1.5.2 To study the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations.

1.5.3 To study the organizational leadership that affects the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization.

1.6 Scope of Research

This research studies 6 leadership behaviors, namely, Initiating structural leadership behaviors, Consideration of leadership behaviors by Ohio University (1945), Democratic leadership behaviors, Autocratic leadership behaviors, Laissez-faire leadership behaviors by Lewin, Lippitt, and White (1939, as cited in Billig, 2015), and Transformational leadership behaviors by Bass and Avolio (1994). In

addition, this research also studied effectiveness evaluation concepts in 3 areas, which are organizational sustainability, organizational success by Caplow (1964), and organizational learning and growth by Kaplan and Norton (1996).

This research specifically studies nonprofit organizations for sexual diversity groups in Thailand which have been registered as nonprofit organizations with the Ministry of Interior of the Kingdom of Thailand. The case studies have been chosen from 3 organizations; one small-sized organization, one medium-sized organization, and one large-sized organization.

1.7 Benefits of the Study

The number of the nonprofit organization studies in Thailand is small compared to the number of research studies of other government organizations and private sector organizations (Panatchada Supphachakwatthana, 2011, pp. 51-60.). Therefore, this research studied in the hope that it could extend the knowledge of nonprofit organizations. The prospective results are as follows:

1.7.1 Understand the leadership behavior of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations.

1.7.2 Understand the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations.

1.7.3 Understand the organizational leadership that affects the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization.

1.8 Dissertation Structure

This research consists of 5 chapters, which are the Introduction, Literature Review, Research Methodology, Results and Conclusion, Discussion and Recommendations.

The Introduction chapter presents the background and the significance of the study of leadership and organizational effectiveness of nonprofit organizations for sexual diversity groups in Thailand. Chapter 2 reviews the literature and represents the concepts and theories which are relevant to leadership, organizational effectiveness, nonprofit organizations, the development of the nonprofit organization, and sexual diversity concepts. Chapter 3, research methodology, describes the reason for choosing qualitative research, the selection of the research method, the selection of key informants in collecting data, the selection of research tools, the roles of the researcher, and data validation.

Chapter 4 presents the results of the study on leadership and the effectiveness of nonprofit organizations for sexual diversity by small-sized, medium-sized, and large-sized organizations. Last but not least, Chapter 5 presents all the data, concludes the results, discusses the results, and suggests recommendations from the research.

1.9 Operational Definitions

1.9.1 Nonprofit Organization Regarding Sexually-Diverse Groups

An organization formed to provide public benefits or shared benefits for sexual diversity groups who are same-sex attracted or different sex attracted.

1.9.2 Leadership

A process of interaction that causes social influence, practically and mentally, through activities that achieve the objectives of the leader of a nonprofit organization for sexual diversity groups.

1.9.3 Initiating Structural Leadership

The behavior of the leader of a nonprofit organization for sexual diversity groups in Thailand is task-oriented and focused on regulations and rules to achieve objectives.

1.9.4 Consideration Leadership

The behavior of the leader of a nonprofit organization for sexual diversity groups in Thailand is staff-oriented and focused on helping and encouraging the staff.

1.9.5 Democratic Leadership

The behavior of the leader of a nonprofit organization for sexual diversity groups in Thailand is focused on staff participation, especially with regards to the decision making process.

1.9.6 Autocratic Leadership

The behavior of the leader of the nonprofit organization for sexual diversity groups in Thailand is controlling, with strict rules and punishments, one who cannot work according to the regulations.

1.9.7 Laissez-faire Leadership

The behavior of the leader of the nonprofit organization for sexual diversity groups in Thailand is concerned with the freedom of the staff in setting up contents, processes, and timelines.

1.9.8 Transformational Leadership

The behavior of the leader of the nonprofit organization for sexual diversity groups in Thailand ideally influences and is able to inspire people. This person intellectually stimulates and recognizes individualism.

1.9.9 Organizational Effectiveness

The capacity of the nonprofit organization for sexual diversity groups in Thailand creates sustainability, success, and is able to create learning and growth.

1.9.10 Organizational Sustainability

The capacity of the nonprofit organization for sexual diversity groups in Thailand adjusts to working structure, rules, and roles in coherence with the work, maximizing the use of resources, and is effective.

1.9.11 Organizational Success

The capacity of the nonprofit organization for sexual diversity groups in Thailand promotes learning, service, potential improvement, supports sexual diversity groups appropriately, protects and prevents the sexual diversity group from all problems and risk situations.

1.9.12 Learning and Growth

The capacity of the nonprofit organization for sexual diversity groups in Thailand develops skills, talent, attitude, satisfaction, and the work atmosphere of the staff to lessen the turnover rate.

CHAPTER 2

LITERATURE REVIEW

This research is a study of the effects of leadership on organizational effectiveness: a case study of non-profit organizations regarding sexually-diverse groups in Thailand. Relevant textbooks, documents, and research studies have been studied and compiled as a guideline of this research and divided into the main points as follows:

- 2.1 Leadership Concept
- 2.2 Organizational Effectiveness Concept
- 2.3 Nonprofit Organizational Concept
- 2.4 Sexual Diversity
- 2.5 Study Guideline

2.1 Leadership Concept

The leader is considered a part of every step in human life. In the past, the leader has been an important person in the development of the nation, in organizations, and leads in crucial situations. But this study of leadership is related to human survival (Bass, 1981). According to the views of, no group of people can gather without a leader, likewise no organization can achieve its objectives without a leader. The leader is the essential person in the organization, the one who is the motivator and inspiration for the staff. The leader is the most critical key for the organization's success by aligning all objectives, organizational context, and the organization's mission together for operational success (Shahid, 2005).

The academic area has continuously paid attention to the study of leadership concepts. There are many textbooks, documents, articles and research studies about leaders (Northouse, 2012). As a result, definitions of the leader are plenty.

2.1.1 Leadership Definitions

There are continuous studies on leadership of both government organizations and private sector organization, the definitions of leadership from scholars and specialists are as shown in Table 2.1

Table 2.1 A Summarization of Leadership Definitions

Scholars	Definitions
Stogdill (1950)	The process (act) of influencing group activities toward goal setting and goal achievement.
Hemphill and Coons (1957)	The behavior of the individual when directing group activities toward a shared goal.
Tannenbaum, Weschler, and Massarik (1961)	Interpersonal influence, administration and situational direction through the communication process toward specific goal achievements.
Stogdill (1974)	The creation and structural maintenance of expectations and interactions.
Burns (1978)	The action of persuading followers to act toward certain goals that represent the values, motivations, demands, needs, inspirations and expectations of both the leader and followers.
Katz and Kahn (1978)	The continuous influence on the routine mechanical operations of the organization.
McFarland (1979)	The ability of an individual who has influential power to motivate others to work toward a successful goal.
Rauch and Behling (1984)	The process of influencing the activities of the group to achieve goals.
Mitchell and Lason (1987)	The process by which an individual influences a group to achieve the needs or goals of the group.

Table 2.1 (Continued)

Scholars	Definitions
Hersey and Blanchard (1988)	The process of utilizing influence toward an individual or group to show the behavior to achieve the objectives or goals of the mission under a designated situation. If the situation changes, leadership is the way of utilizing those influences that will also have to change.
Koontz and Wehrich (1988)	The process of influencing people, to show the behavior to achieve objectives.
Stoner and Freeman (1989)	The process of suggesting and influencing the activities of group members to achieve a set objectives.
Bass (1990)	The interpersonal process between the members of a group of at least two members. It is related to structure, structural modification, situational adjustment and group perception.
Cohen (1990)	The art of influencing others to maximize performance in order to accomplish tasks, goals and the completion of a project.
Jacobs and Jaques (1990)	The process of giving objectives, to create and strive to collaborate and create the intention to achieve those objectives.
Terry (1990)	The creation of influence in driving people to show behaviors or acts willingly, to achieve the goals of the group.
Zalenik (1992)	The utilization of power to influence others' thoughts and actions.
Borland, Kane, and Burton (2015)	The dynamic process of developing and influencing a relationship.

As mentioned in Table 2.1, the definition of leadership is an interpersonal process to influence a group, practically and mentally, through activities in order to achieve organizational objectives.

2.1.2 Nonprofit Organizational Leadership

Leadership is the art and the science of influencing a group to achieve specified objectives. The leadership behavior which is appropriate for each organization may vary depending on the type of organization because of each unique organizational environment, context, and vision. For example, regarding the difference between the objectives of the government sector and the private sector, the private sector aims to make a profit, while the primary objective of the government sector is to provide services to people for their well-being. These different objectives may alter the organization's leadership characteristics.

The nonprofit organization is the third sector, the context of this kind of organization varies from the private sector and the government sector. This is related to the fact that the nonprofit organization is formed by people with objectives that are not about generating profit, but are dedicated to society. The objective of each nonprofit organization is unique, such as objectives towards the environment, for children and women, or for the disadvantaged. However, this research mainly aims to study the nonprofit organizations for sexual diversity groups.

Hence, using the leadership of a nonprofit organization for a for-profit organization is not appropriate (Bass et al., 1980). A study from Shadid (2005) and Dimitrios, Sakas, & Vlachos (2013, pp. 276-284). revealed that the leader's behavior in a nonprofit organization differs from the leader's behavior in a for-profit organization. If the nonprofit organization has a leader whose qualities align appropriately with the organization, the organization can improve their quality of services and create overall effectiveness (Wallis & Dollery, 2003, pp. 76-85).

As stated in a study from Phipps and Burbach (2010, pp. 137-154), who interviewed organization administrators, there are 5 areas of difference between the role of the for-profit organization top administrator and the role of the non-profit organization top administrator, as follows:

- 1) The leader of the nonprofit organization has a small jurisdiction.
- 2) The leader of the nonprofit organization is involved with a larger number of stakeholders who expect results from organization management.
- 3) The leader of the nonprofit organization focuses on validation and follow-up.
- 4) The leader of the nonprofit organization has to pay attention more on communication.
- 5) The leader of the nonprofit organization has to encounter challenges in building effectiveness with limited training and resources.

According to a comparative study between for-profit organizations and nonprofit organizations, Wolven (2004, as cited in Shadid, 2005) found that the leader of the nonprofit organization requires a higher level of leadership than the leader of the for-profit organization for building organizational effectiveness.

A study on the relationship between leaders and their followers by (Wallis & Dollery, 2003, pp. 76-85). showed that informal relationships between the leader and followers can appear both vertically and horizontally. Informal relationships are significant for the nonprofit organization, especially informal vertical relationships between the organization's stakeholders. This study is aligned with a study by Bass et al. (1980) and Northouse (2004), who stated in their study that nonprofit organizations should have more relationship management between the leader and followers than for-profit organizations. The followers in a nonprofit organization should have a bigger role in participating in any decision-making than in a for-profit organization. The chain of command which appears in nonprofit organizational management suggests responsibility only for each specified position.

During operations, the staff will value the equality and the need for assisting each other more than in a hierarchical chain of command from top to bottom. The leader plays a role of supporting followers so that the followers can feel that friendly approach, which reflects a good working environment and is what the followers really need from their leader.

In accordance with a study by Shahid (2005), the study found that the leadership of the nonprofit organization centers on the participation of its members, in conforming to democratic guidelines and relationship building toward the volunteer

more than the leadership of a for-profit organization, which is normally not focused on those participation and relationship issues. If members have a chance to participate in organizational operations and decision-making processes, the members will be motivated and will support their leader. Moreover, the essential characteristics of the nonprofit organization are as follows:

1) Trust: The leader needs to be a good role model and be able to show that the leader can bring progression to the followers so that the followers have trust in the leader. However, the leader shall trust the followers as well. Just like Bennis and Nanus (2004) said, “Trust is the emotional glue that binds followers and leaders together.”

2) Communication and energy of the leader: The basic element at work is communication. The leader is required to have an ability to communicate and a self-energy to boost the organization’s energy so that the organization can move forward at all times. Due to the fact that most of the staff loses much of their energy during work, the basic duty of the leader is to always be able to energize the organization so that it can work to achieve its goals.

3) Sensitive: The leader has to be sensitive because his/her awareness will rise and then the leader should be able to understand the feelings of the staff in various situations. So, the leader is required to have emotional intelligence.

According to the characteristics of the leaders of nonprofit organization studied by Phipps and Burbach (2010); Wallis and Dollery (2002), Bass et al. (1980); Northouse (2004); and Shahid (2005), the behaviors of a leader which are appropriate for a nonprofit organization are as follows:

1) The leader of the nonprofit organization shall be reliable and be a good role model to build trust and faith toward the organization.

2) The leader of the nonprofit organization shall communicate a lot with the staff in the organization, especially positive communication to point out goals, stimulate and motivate the staff in the organization.

3) The leader of the nonprofit organization shall support vertical relationships which center on equality and the need for assisting each other.

4) The leader of the nonprofit organization shall promote human resource development to increase organizational effectiveness.

5) The leader of the nonprofit organization shall realize and understand the feelings of the staff in any/all situations.

In brief, the characteristics of leadership within nonprofit organizations are those of limited jurisdiction, communication focus, participation creation, trust building, consideration of feelings, informal relationship focus and organizational effectiveness building.

2.1.3 Leadership Concepts and Theories

There are many leadership theories that have been written but there is no one theory that works best in a given situation because organizations have different environments (Wongyanon, Wijaya, & Soeaidy, (2015, pp. 76-83). The leadership concepts and theories that have been gathered into this research study can be categorized into 4 areas.

2.1.3.1 Leadership Traits

Scholars who have mentioned leadership traits include the following:

Brown and Moberg (1980, pp. 317-339) suggested 5 types of characteristics for leaders:

- 1) Physical Characteristics: Age, height.
- 2) Social Background: Hometown, education, status.
- 3) Personality and Intelligence Skill: Intelligence quotient level, trust, initiative, open-minded.
- 4) Work Motivation: The need to succeed, effort, power striving.
- 5) Socializing: The ability to socialize, popularity, communication skills.

Keith (1975) stated that to be a leader consists of 4 leader characteristics:

- 1) Intelligence: The intellectual capacity to analyze problems and complex relations, the ability to acknowledge, the ability to communicate, the ability to motivate-the leader has a tendency to be smarter than the followers, but the level of intelligence does not need to be very different.
- 2) Social Maturity: To be interested in a broad range of knowledge, have emotional stability, be self-composed, have the ability to withstand anger, have confidence and self-respect.

3) Inner Motivation and Achievement Drives: Aim to achieve a high level of success, work toward subjective rewards like satisfaction more than material rewards.

4) Human Relations Attitude: Succeed and be accepted, complete work by others, social understanding, and relationship skills improvement.

Stephen (1982) presented leader characteristics as having personal drive, being ambitious, having a desire to lead, being loyal, being stable, being confident, being intelligent, and knowing one's own responsibility.

Stogdill (1974) recommended that there are 3 leadership traits, which are intelligence, personality, and capability.

Michel and Larson (1987) indicated that there are 3 elements to consider whether there is leadership in the leader.

1) Influence utilization: the leader tries to be influential over the followers in order to create the actionable behavior that the leader wants from them in order to undertake the objectives of the organization as their goal. Leadership is not something that the individual can have without the process of influencing others. An appointed leader, such as a director or commander, may or may not have leadership.

2) There's a right level of influential leadership utilization, this right level will occur only when the followers agree to let the leader use this influence toward them, not by forcing them.

3) The accomplishment of specified goals. Leadership will be referred to when the goals of the group or the organization are achieved.

2.1.3.2 Leadership Behaviors

There are many scholars related to this leadership group which have focused on leadership behavior in the following ways:

A scholar from Ohio State University (1945, as cited in Shooshtarian & Amini, 2012) stated that a leader's behavior can be divided into 2 types:

1) Initiation structure behavior is when the leader focuses on rules and regulations, commanding roles and duties according to the position, and the output which comes from operation according to the structure.

2) Consideration behavior is when the leader focuses on a good relationship with members and the participation of members.

However, Blake & Mouton (1982) suggested a managerial grid, which refers to the relationship between the concern for people and the concern for production. The managerial grid shows 5 leadership styles, as shown in Figure 2.1.

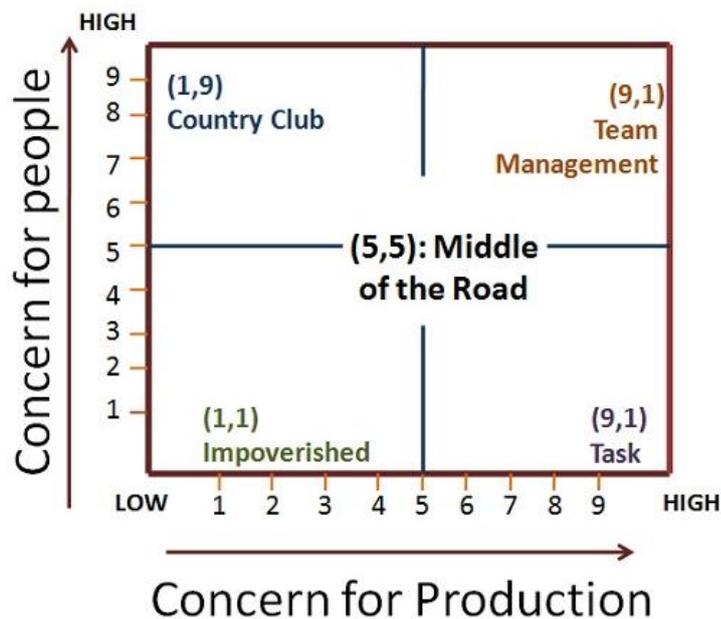


Figure 2.1 Leadership Styles from the Managerial Grid

Source: Blake and Mouton, 1964.

Figure 2.1 displays 5 leadership styles: 1) Task-oriented management style (9, 1) focuses on the task more than the people. 2) Country Club style (1, 9) focuses on the people more than the task. 3) Impoverished management style (1, 1) focuses on neither people nor task. 4) Team management style (9, 9) focuses on both the task and people. 5) Middle-of-the-Road style (5, 5) focuses on both task and people at the average.

The study by Kurt Lewin and team (1939, as cited in Billig, 2015), in the name of Iowa University, stated that there are 3 types of leadership behavior:

1) Democratic leadership values decentralization, delegates tasks to the members, participation in decision-making is the key.

2) Autocratic leadership values the leader, discretion and taking control over all decisions. This kind of leadership barely lets the members participate in any decision-making.

3) Laissez-faire or Free-rein Leadership values freedom. This kind of leadership will give the subordinates full freedom, having authority to act under their own discretion. The leader will delegate the problems to the subordinates to find solutions. The subordinates have a right to set up plans as they desire.

2.1.3.3 Situational Leadership

The leadership concepts in this group are related to many theories, as follows:

Leader-Member Exchange Theory: LMX by Dansereau, Graenand, and Haga (1975, pp. 46-78) mentioned 2 types of relations:

1) Out-group: Relations between the leader and subordinates are considered low LMX. The leader categorizes the subordinates as having inability and a lack of motivation, irresponsible, and lacking in trust.

2) In-group: Relations between the leader and subordinates are considered high LMX. There is a feeling of belonging, being entrusted, and given priority by the leader. The leader will assign tasks which require high competency, high responsibility and the subordinates thereby feel respected.

Fiedler (1974) stated that effective leadership depends on 1) Leader-member relations, 2) Task structure, and 3) Position power.

According to the path-goal theory of House and Mitchell (1974), this theory categorizes leadership characteristics into 4 characteristics:

1) The directive leader focuses on directing, commanding, notifying about expectations, and advising on procedures, deadlines and regulations.

2) The supportive leader focuses on creating a good working environment.

3) The participative leader focuses on participating in decision-making and the sharing of opinions.

4) The achievement-oriented leader focuses on setting challenging goals and high standards. In addition, this type of leader encourages

confidence in subordinates, to make them believe that they can accomplish specified goals.

Hersey and Blanchard (1988) presented 4 leadership styles, which are 1) Telling, 2) Selling, 3) Participation, and 4) Delegation. The leader chooses to utilize either of these leadership styles depending on the type of subordinate.

2.1.3.4 Transformational Leadership

Nowadays a leadership paradigm that focuses on transformational leadership attributes. Transformational leadership aims to stimulate and inspire followers to reach beyond what they thought possible and elicit extraordinary results. It looks to achieve true commitment and involvement from the follower by involving his or her self-worth in the work (Tuuk, 2012.). The scholars who detailed transformational leadership are as follows:

Burns, (1978) referred to the transformational leadership concept as a study of leadership that needs to combine the leader concept and the follower concept to make the role of the leader and the followers conceptually united. That is to say, it is an interrelationship between the leader and the followers. This scholar defined leadership thus, “to cause the followers to act in order to achieve goals that reflect the values, the wants, the needs and the expectations of the leader and the followers.”

Avolio and Howell (1993) mention transformational leaders focus on changing outdated or dysfunctional elements of the organization by stimulating creativity and innovation among followers. They provide their subordinates with intellectual stimulation concerning new ways to think about problems or to do things, and encourage them to participate into problem identification and idea generation.

Bass (1990) mentioned that transformational leadership must consist of 3 essences: 1) Charisma, 2) Individual Consideration, and 3) Intellectual Stimulation.

Bass and Avolio (1994) stated that the transformational leader needs to have these 3 characteristics:

- 1) Idealized Influence (II): If the leader is a good role model, the followers will trust the leader, have faith in the leader, be proud to work with the leader, and consider the leader as an example to be imitated. The leader who has developed leadership will have to keep self-influence towards organizational goals and duties.

2) Inspiration Motivation (IM): The leader inspires the followers, encourages team spirit and builds enthusiasm through positive attitudes so the followers are able to deal with any obstacle and improve their creativity.

3) Intellectual Stimulation (IS): The leader stimulates the problem awareness of the followers. The leader seeks out new creative solutions to discuss with the followers. The leader does not criticize the followers' opinions. Moreover, the leader proves that to be able to overcome all obstacles, everyone's cooperation is needed.

4) Individualized Consideration (IC): The leader has relationships with individuals and takes care of each individual. That way the followers feel valued and important. The leader is like the coach and advisor.

DuBrin (2007) referred to transformational leadership as consisting of 9 principles:

- 1) Raising people's awareness.
- 2) Helping people look beyond self-interest.
- 3) Helping people search for self-fulfillment.
- 4) Helping people understand the need for change.
- 5) Investing managers with a sense of urgency.
- 6) Coming to greatness.
- 7) Adopting a long-range, broad perspective.
- 8) Building trust.
- 9) Concentrating resources where most needed.

The objectives of this research are to study which kind of leadership is appropriate for the nonprofit organization. The concepts used in this research were gathered from 3 concepts, which are: the behavioral leadership concept by Ohio State University (1945), the behavioral leadership concept of Kurt Lewin et al. (1939, as cited in Billig, 2015), and transformational leadership by Bass and Avolio (1994). As to the results, this research categorized leadership into 6 leadership styles, as follows: 1) Initiating Structural Leadership, 2) Consideration Leadership, 3) Democratic Leadership, 4) Autocratic Leadership, 5) Laissez-faire Leadership, and 6) Transformational Leadership.

The leadership styles chosen above have differences between the leadership behaviors as shown in Table 2.2.

Table 2.2 The Differences in Leadership Behavior

Leadership Styles	Leadership Behavior
Initiating Structural Leadership	Rules and regulations are essential in the administration. The leader focuses on the output. There is a clear boundary between work and personal life. The good followers are the ones who can accomplish their tasks according to the plan.
Consideration Leadership	A good relationship with members is essential in the administration. The leader avoids creating problems and always encourages the followers.
Democratic Leadership	Collaboration, consultation, and collective expression are essential in the administration. The leader is open to participation and shared opinions in order to accomplish goals.
Autocratic Leadership	The leader's power is the essential guideline in the administration. Immediate and decisive punishment is used under the discretion of the leader when there is any mistake. There must be someone to take responsibility for every mistake.
Laissez-faire Leadership	To give full freedom is essential in the administration, both in how to work and when to finish the work. The staff have responsibilities and the ability to make any decision by themselves.
Transformational Leadership	The administration which causes change for organizational improvement. The change can happen in both the procedures and the staff. The leader has to be a good example, inspiring, able to stimulate desire and understand the desire of the staff.

2.2 Organizational Effectiveness Concept

Organizational effectiveness is about the results and the outputs, which are determined by how much the organization accomplishes its goals (Etzioni, 1964). Organizational effectiveness has been widely studied, but there is no exact definition and indicator (Cameron, 1986). This is because organizational effectiveness is unclear and there is still a struggle to find a clear definition.

Cameron (1981) had an opinion on this issue-there are 3 reasons that can be explained. Firstly, the concept of an organization has been theorized by many models. For example, the concept explains what the organization is, and how organizations differ from each other. The variety of organizational concepts causes a failure in the effort to build a measurement or standard indicator of organizational effectiveness.

Next, when the researcher evaluated organizational effectiveness in the past, the chosen indicators were always the result of the convenience and the bias of the researcher, instead of developing the indicator systematically.

Last but not least, the sophisticated qualities of the organization itself create a difficulty in defining organizational effectiveness. In other words, the organizational objectives and goals are often diversity, which are contrasting and difficult to define. So this complexity of organizations creates a problem defining a specific condition for organizational effectiveness measurement.

Organizational effectiveness measurement varies depending on the differences between the types of organizations, objectives, and goals. For instance, for-profit organizations focus on the profits or the revenues of the organization as their organizational effectiveness measurement. To determine which one is the proper organizational effectiveness measurement for the nonprofit organization is more difficult because some nonprofit organizational operations cannot be objectively measured. This leads to uncertainty in setting up a framework to measure organizational effectiveness.

2.2.1 Organizational Effectiveness Definitions

In the study of organizational effectiveness, there are many definitions given by many scholars, as shown in Table 2.3.

Table 2.3 A Summarization of Organizational Effectiveness Definitions

Scholars	Definitions
Georgopoulos and Tannenbaum (1957)	The extent of organizational ability, as a social system, to achieve objectives with certain resources and means without destroying its resources and means and without creating unnecessary stress upon the members.
Schein (1970)	The efficient use of resources to achieve a designated goal.
Robbins (1990)	The organizational ability to use resources efficiently in order to achieve goals in response to social needs in a changing environment.
Gibson, Ivancevich, and Donnelly (1991)	The tool which reflects organizational ability for producing a product both in quantity and quality according to the outer environment, consisting of 1) The quantity of service: the staff in the organization is capable of providing the service sufficiently to meet the needs of the users. 2) The quality of service: the opinion and the understanding of the users toward the staff within the organization.
Steers and Stewart (1993)	The organizational ability to achieve specific organizational goals by efficiently and adequately utilizing resources.
Daft (2001)	The organizational ability to manage resources successfully.

According to Table 2.3, organizational effectiveness, in conclusion, means the organizational ability to achieve designated goals and success, both in quantity and quality, with the organization's resources. To be able to evaluate organizational effectiveness there are various measurements depending on differences in the organization's objectives, which are determined by different terms of success. Because of uniqueness in an organizational context, there are many concepts and theories developed to evaluate organizations.

2.2.2 Organizational Effectiveness Concepts and Theories

There are many means and tools to evaluate organizational effectiveness. Scholars have tried to develop measurements, standards, and concepts to measure organizational effectiveness in each type and each characteristic of organization, which can have a diversity of goals and objectives. These efforts aim to measure the effectiveness of each organization accurately, adequately, and by covering all aspects.

Georgopoulos and Tennenbaum (1957) suggested 3 organizational effectiveness measurements, which are 1) Productivity, 2) Flexibility, and 3) Absence of Organizational Strain.

Caplow (1964) developed a single theoretical model which can be applied with every type and every size of organizational analysis. This model can provide a broad benefit in forecasting. The Caplow (1964) model describes how the differences in organizational effectiveness, in one organization or two organizations, can be compared. The evaluation measures this using 4 variables, as follows:

1) **Stability:** The organizational stability measurement means the measurement of organizational ability to maintain organizational structure. This variable is related to the maintenance, development, and adjustment of structure in coherence with operations. Additionally, it includes the activities which make the organization capable of properly dealing with the behavior of its members in order to maximize the use of resources efficiently and worthily.

2) **Integration:** The integration variable means an organizational ability measurement for avoiding conflict between the members of the organization. The first method to achieve that goal is through communication which increases the interaction between members.

3) Voluntarism: The voluntarism variable means the organizational ability to provide individual satisfaction and the members' desire to continue participating. This concept is similar to the moral concept or encouragement concept. This concept directly relates to the needs of the staff.

4) Achievement: The achievement variable means the net total of organizational activities to achieve the organization's goals. This variable focuses on the total number of products produced by the organization regardless of the type, such as goods, services or profit.

Blake and Mouton (1964) gave two broad aspects of organizational effectiveness measurement, which are 1) Achievement Emphasis: Productivity, and 2) Achievement Emphasis: Human.

Friedlander and Pickle (1968, pp. 65-80) developed an organizational effectiveness measurement model under the hypothesis that organizational effectiveness consists of 3 factors:

1) Productivity: The productivity factor measures 3 aspects, which are 1) Quantity, 2) Quality, and 3) The effectiveness of tasks done within the organization. This method is accepted among scholars as being highly useful with government organizations.

2) Adaptability: This factor is related to problem-solving participation processes, the quickness of the staff in the organization to embrace something new, the ratio of the individuals who embrace change in the organization.

3) Flexibility: This factor measures the ability to solve unexpected problems in any urgent situation. To illustrate, when a machine breaks down or any other urgent task.

Mahoney and Weitzel (1969, pp. 357-365) suggested effectiveness measurements for business organizations and research and development organizations. The measurements suggested are 1) Productivity, 2) Planning, 3) Reliability, and 4) Initiative.

Price (1972, pp. 3-15) stated that organizational effectiveness is the organization's ability to achieve designated goals by worthy utilization of the resources. In order to do this, the organization has to maintain its resources and equipment, and never put pressure on its members. In addition, the organization has to

maintain work satisfaction among the members, allow the members to participate in setting organizational objectives and allow the members to take responsibility in solving problems. Then, the overall organization can adapt and survive. There are 5 organizational effectiveness measurements, which are 1) Product, 2) Adaptation, 3) Morals, 4) Institutionalization Process, and 5) Conformation.

Gibson et al. (1973) stated that effectiveness is an action which expects some result to happen. The effectiveness of those actions or efforts depends on that result, and whether it is accurate and both quantitative and qualitative. The effectiveness measurement is divided into 3 periods of time; 1) The Short-period concerns products, effectiveness, and satisfaction. 2) The Mid-period concerns adaptation and development 3) The Long-period concerns the organization's survival.

Negandhi and Reimann (1973, pp. 203-214) mentioned that organizational effectiveness measurements are manpower acquisition, employee satisfaction, manpower retention, interpersonal relations, interdepartmental relations, and manpower utilization.

Steers (1975) checked the multiple criteria of organizational effectiveness of 17 multivariate models and found that most of the effectiveness measurements use adaptability, flexibility, productivity, and satisfaction. The study by Steers pointed out that the organizational effectiveness measurement or indicator varies depending on the objective of the evaluation or the objective of the evaluation framework.

After a serious study of organizational effectiveness, according to Campbell (1977, as cited in Robbins, 1990), it can be summarized that there are 30 indicators used to measure organizational effectiveness, as follows; 1) Overall effectiveness, 2) Productivity, 3) Efficiency, 4) Profit, 5) Quality, 6) Accidents, 7) Growth, 8) Absenteeism, 9) Turnover, 10) Job satisfaction, 11) Motivation, 12) Morale, 13) Control, 14) Conflict & Cohesion, 15) Flexibility & Adaptation, 16) Planning and goal setting, 17) Goal consensus, 18) Internalization of organizational goals, 19) Role and norm congruence, 20) Managerial interpersonal skills, 21) Managerial task skills, 22) Information management and communication, 23) Readiness, 24) Utilization of environment, 25) Evaluations by external entities, 26) Stability, 27) Value of human resources, 28) Participation and shared influence, 29) Training and development emphasis, and 30) Achievement emphasis.

However, the measurement of studies in the past has usually used a combination of the criteria. The use of the measurements varies in each organization. Some of the criteria may be considered important for one organization, but not essential for another organization.

When it is necessary for the organization to have a diverse organizational effectiveness measurement, Cameron (1981) suggested an organizational effectiveness approach by considering 4 aspects as follows:

1) Goal-attainment Approach: The effective organization is measured by the level of organizational objective accomplishment. This approach focuses on the ends more than the means under the assumption that the organization has opinion-exchange, logic, and seeks its own goals. So goal achievement and success are the appropriate effectiveness measurements (Robbins, 1990). In other words, this approach is related to the effectiveness concept with organizational goal accomplishment. Thus, it is appropriate to use goal accomplishment as an organizational effectiveness accomplishment. The accomplished goal requires these qualities, as follows: 1) The organization chooses to study its need to have real goals. 2) Those goals need to be understandable and visible. 3) The number of those real organizational goals should be measurable. 4) There should be mutual agreement toward those real goals. 5) It is measurable how much the organization can achieve those goals, when, and how. Still, this approach has methodological shortcomings and contains bias. This is because the practical goals always differ from the designated goals, not to mention that there are many goals that need to be prioritized according to importance and the period of time.

2) The System Resource Approach: This approach considers the organization as a whole system; input, transformation, and output. Due to the fact that the organization consists of many subparts, every subpart needs to work in a collaboratively systematic process in order to create organizational effectiveness. If there is a failure in one single subpart, this will affect the overall organizational effectiveness. That is to say, effectiveness requires attention and a good relationship with the all-around factors. In particular, it is essential to keep a good relationship with customers, suppliers, government, labor unions, and other relevant individuals, in order to sustain the power of the organization's operations. The effective

organization is the organization which is able to keep a good relationship between the organization and the outer environment. As well, it has to have a dependent relationship with the other subparts of the organization. Since, as mentioned, if there are any mistakes in any subparts it will affect the operation in the other parts as well. However, this approach has difficulty quantitatively measuring organizational effectiveness, especially regarding validation and reliability, since that focuses on the means to effectiveness more than the outcome of the organization.

3) Strategic-Constituencies Approach: When the organization is pressured by the claims of stakeholders and other individuals in the environment, it is necessary to evaluate which organizational constituencies are essential to the organization. Some groups are highly important to the organization, with their existence or ability they are a main key to the organization's survival, or they have the power to control all necessary resources that are vital to the organization's survival. After an evaluation, the organization has to win their heart so that they will not be an obstacle to the organization's operation. This can be done by setting organizational goals in line with the needs of that particular organizational constituency who has the power of controlling all necessary resources that are vital to the organization's survival. This is how organizational effectiveness could be evaluated, by its ability to satisfy the individual or group who is the main key to the organization's survival in the future.

However, one organization has multiple constituencies. Those constituencies have different levels of power, but all of them strive to meet their own satisfaction. In accordance with this fact, the administrator needs to set goals in line with the needs of those multiple constituencies who have the power of controlling all necessary resources that are vital to the organization's survival. Namely, the need to adjust to the environment, the need to satisfy the customers, and the need to act accordingly to government regulations. Practically speaking, this is difficult to do because the environment changes rapidly. So it is the duty of the administrator to understand which stakeholders are highly essential to the organization and respond to the needs of those particular stakeholders more than less important stakeholders.

4) Internal Process Approach: This approach focuses on the internal processes and operations of the organization. The internal process approach considers

that the effectiveness of the organization will happen on the condition that operations in the organization are adequate and the process is not too long. This happens when the members of the organization are united with the system within the organization. Consequently, this results in smooth operations and creates excellent outcomes. Above all, the things that link and allow each member of the organization the ability to operate like this are trust and benevolence, which continuously affects the smooth information flow within the organization, vertically and horizontally.

Hence, the internal process approach believes that the organization is more effective if the organization is capable of maintaining the conditions inside the organization at a more healthy level. Conversely, the organization is less effective if the processes within the organization are in poor health.

Heffron (1989) devised an organizational effectiveness measurement which has been used as follows:

1) Goal Approach: This approach consists of many criteria, which are achievement emphasis, productivity, efficiency, profit, quality of products/services, planning and goal setting, goal consensus, readiness, and internalization of organizational goals.

2) Internal Process Approach: This approach consists of many criteria, which are control, conflict/cohesion, managerial interpersonal relations skills, managerial task skills, information management and control, and participation and sharing influence.

3) Political Approach: This approach is to measure the following: representativeness, accountability, responsibility, constitutionality, and adherence to democratic values.

4) Human Resource Approach: This approach consists of many criteria, which are job satisfaction, motivation, morale, the value of human resources, training and development, absenteeism, turnover, accident rates, and the role and norm congruence.

5) System Approach: This approach is the effectiveness measurement in many aspects, which are stability/maintenance, growth, flexibility/adaptation, utilization of environment and evaluations by external actors.

Hoy and Miskel (1991) presented an integrated model of organizational effectiveness between multi-criteria, time dimension, and multiple constituencies as follows:

1) Multi-criteria: This is the coverage of the organizational effectiveness evaluation. According to the integration, the effectiveness indicators must be acquired from each step of the open system, which include the input factor and input factor changes. It is necessary to choose essential and suitable indicators which are capable of being representative, using Parson's theory. This theory shows that the organization is a survival system within the social system, that it depends on 4 essential duties for obtaining resources, and is capable of considering the organization's objectives:

(1) Adaptation-A: It is the duty of the system to adapt to the environment. For example, a school provides convenience to align with the objectives of the environment and the satisfaction of multiple constituencies by trying to change according to the outer situation.

(2) Goal Attainment-G: This aims to achieve the goals of the system, which are the organizational processes, coordination, and social relations in the way of a single unity.

(3) Integration-I: This builds the stability of society within the system, which includes the organizational processes, coordination, and social relations in the way of a single unity.

(4) Latency-L: This sustains the stability of the system's value, which is the type of culture and motivational system.

2) Time dimension: The organizational effectiveness evaluation is an evaluation related to time, divided into 3 phases: the short-term phase, middle phase, and long-term phase. However, the organizational effectiveness criteria could change depending on the satisfaction of the constituencies as to new limitations and new expectations toward effectiveness. Moreover, it could change depending on changes in the type of organizational life cycle. To exemplify, at the beginning of a startup the focus is on flexibility and necessary resource acquisitions. Then, when the organization is mature enough, the fundamental criteria is communication, status, the ability to produce efficiency, and setting goals.

3) Multiple Constituencies: This utilizes the values and opinions of the multiple constituencies, which reflects the effectiveness criteria. It is in the interest of each individual or group within or outside the organization that affects the organization's performance in order to have effective criteria in line with the satisfaction of multiple constituencies. This concept evaluates organizational effectiveness according to a relativistic multiple–contingency approach.

Referring to many organizational effectiveness measurements and the guidelines of scholars to measure the organizational effectiveness of all of the above, it shows that, practically speaking, the organization has many evaluation measurements in universal standards to measure with. To demonstrate, the Malcolm Baldrige National Quality Award, given by the United States Congress since the year 1987 (Peng & Prybutok, 2015, pp. 629-647), is an award for organizations which have excellent performance. The award is given in 6 categories; manufacturing, service companies, small business, education, healthcare and nonprofits. The award is judged by 7 effectiveness criteria: leadership, strategy, customers, measurement/analysis and knowledge management, workforce, operations, and results.

Kaplan and Norton (1996, as cited in Kamwachale Khomba, 2015, pp. 424-441) presented a conceptual framework to evaluate organizations called a 'Balanced Scorecard (BSC)'. This concept was developed from a study which examined the cause of problems in the US stock market in 1987. The study revealed that it is common for most of the organizations in the United States to primarily use only financial indicators while financial performance is barely related to future organizational performance. Therefore, an organizational effectiveness evaluation using the indicators from 4 perspectives is presented:

1) Financial Perspective

A financial performance analysis can indicate organizational effectiveness because financial data can measure status performance and the organization's future. In addition, it is a tool used widely in many organizations. It is the company's balance sheet and its earnings statement. The balanced scorecard can assist in setting clearer and more proper financial objectives in alignment with business units in the growth stages of the business cycle. It can be divided into 3 phases; 1) The growth phase at the beginning of the business cycle, these objectives

focus on the sales volume, services, staff capacity and new market openings. 2) The sustain phase is for when it is necessary to attract investments and reinvestment for objectives related to profit-making ability. 3) The harvest phase is the point of saturation in the business cycle when the objectives focus on the cash flow under a financial strategy. It consists of 2 aspects of the objectives; 1) Revenue growth, and 2) Cost reduction or productivity improvement. This can be accomplished by increasing asset utilization and reducing risk. However, those objectives need to link with the other perspectives as well.

2) Customer Perspective

The administrator needs to have a clear customer target. The business area of the organization needs to be customer oriented and consider customer satisfaction. If customer satisfaction towards products/services can be evaluated, there is the possibility of controlling and developing operations in any area.

3) Internal Process Perspective

Internal organizational management directly affects customer satisfaction and financial performance, so there should be a measurement of the system and the process should be considered from the beginning of the process to the last final process. In essential operations, the organization must be able to set how the cost, the quality, the range of time, and operational procedures should be, so that the organization is capable of creating excellent goods/services for their current targeted customer group. Likewise, the organization has to create new processes to initiate new services, such as product design and development, and new product launches in order to strengthen operations and create more competitive opportunities.

4) Learning and Growth Perspective

This perspective measures the effectiveness of human resource development, which needs to be done continuously. The perspective is composed of:

- 1) Attitude and satisfaction, which are the opinions and feelings of the staff towards the organization and human development in both work life and personal life. The organization must invest sustainably to improve the ability of the individual, system, and internal process by focusing on developing skills improvement among the staff.
- 2) The information system stipulates that the organization has to develop its information system accurately, quickly and up-to-date.
- 3) Management system

development, namely, the organizational structure and organizational culture, is the development of competitive advantage.

According to organizational effectiveness management, the popular measurements that apply to these studies are summarized in Table 2.4.

Table 2.4 Summarization of Organizational Effectiveness Management by Scholars

Scholars	Production/ Success	Stability	Human Resources
Georgopoulos and Tennenbaum (1957)	✓		
Blake and Mouton, (1964)	✓		✓
Caplow (1964)	✓	✓	✓
Friedlander and Pickle (1968)			✓
Price (1972)	✓		
Mahoney and Weitzel (1969)	✓		
Mott (1972)	✓		
Gibson, Ivancevich, and Donnelly (1973)	✓		✓
Negandhi and Reimann (1973)			✓
Streers (1975)	✓		✓
Heffron (1989)		✓	✓
Campbell (1977)	✓	✓	✓
Hoy and Miskel (1991)	✓		
Cameron (1981)	✓	✓	
Kaplan and Norton (1996)	✓		✓

2.2.3 Nonprofit Organizational Effectiveness

It is essential to measure the organizational management of nonprofit organizations (Forbes, 1998, pp.) because the nonprofit organization has to encounter much more competition and lack of budget from sources of investment funds or the government (Kaplan, 2001).

However, nonprofit organizations have different limitations from other organizations. In particular, nonprofit organizations working for education and

healthcare are services which are difficult to measure (Shahid, 2005; Cameron & Whetten, 1983). 2) Each nonprofit organization has different objectives, so the target customers are different. The word customers can refer to donors as individuals, organizations, or governments (Newman & Wallander, 1978, as cited in Capella, Arnold, & Mitchell, 1993, pp. 17-28). 3) The inconsistency of resource support from the outside forces the organization to have different sources of investment funds and different working resources.

According to the mentioned limitations, it makes the nonprofit organizations' effective measurements varied into many effectiveness dimensions (Herman & Renz, 2008). depending on the perspective of each organization. Organizational effectiveness measurement measures the effectiveness of objective data and subjective data. Reliable subjective data is more appropriately applied when measuring nonprofit organizational effectiveness than objective data. The subjective data commonly used to measure nonprofit organizational effectiveness is the satisfaction of members outside the organization and the quality of service. Following a nonprofit organization study from Brown (2005, pp. 317-339), the study measured the acknowledgment of organizational effectiveness using 3 organizational effectiveness criteria, which are the benefit the customer gets from the service, the quality of the service, and the satisfaction of the customer.

Cameron and Whetten (1983) presented 2 aspects concerning organizational effectiveness: 1) There is no universal standard organizational effectiveness measurement which can be applied generally. 2) In measuring organizational effectiveness by creating its own framework, this is more valuable than measuring it by developing theories of effectiveness.

Herman and Renz (2002) introduced 9 results in a study on nonprofit organizational effectiveness, as follows:

1) Nonprofit organizational effectiveness is always compared with similar organizations.

2) Nonprofit organizational effectiveness is multi-dimensional/multi-criteria to measure.

3) The boards of directors can make a difference in nonprofit organizational effectiveness, but it is not clear how their effectiveness could be that different.

4) Nonprofit organizational effectiveness comes from social construction.

5) Nonprofit organizations will be more effective if they use the correct management practices.

6) The best practice for nonprofit boards of directors and nonprofit organizational management warrants essential evaluations.

7) Measuring nonprofit organizational effectiveness emphasizes responsibility. There may be the offering of a solution to the problem, which has different judgments of effectiveness by different stakeholder groups.

8) It is essential to distinguish among the different types of nonprofit organizations in understanding the practices, techniques, and strategies which lead to nonprofit organizational effectiveness.

9) Nonprofit organizations increasingly operate as part of a service delivery network. Hence, the effectiveness of the network is crucial in the study of organizational effectiveness.

According to the conceptual study of nonprofit organizational effectiveness, the results reveal that it is difficult to measure nonprofit organizational effectiveness. Due to the fact that there is no universal indicator because of the differences in an organizational context, creating a unique framework to measure the effectiveness of to evaluate organizational effectiveness was created from this research by using 3 criteria; 1) The stability of the organization according to a concept from Caplow (1964), the reason being that this is the dimension which measures the organizational effectiveness in the aspect of the organization's ability with an appropriate process of practices. The organization may adjust its working structure, regulations, and roles in order to be in line with the process of effectively maximizing the use of the resources. 2) Organizational success according to the concept from Caplow (1964): The reason for this is that it is organizational effectiveness measurement in a dimension which considers the outcomes from the processes, and outcomes which achieve the organization's objectives.

Caplow (1964) stated that both of the above criteria indicate the fundamental effectiveness of every organization, regardless of whether it's a private sector organization or a government organization, regardless of the size of the organization,

and regardless of the role or the mission. Every organization has to consider the effectiveness of the stability of the organization and the organization's success (Caplow, 1964, as cited in Allen, 1976). Besides, the organizational effectiveness measurement by Caplow (1964) is considered a measurement using the deductive method. In other words, these criteria are used to measure organizational effectiveness, it is believed that every effective organization with stability and success could be considered an effective organization. This is considered to be the normative measurement for evaluating every type of organization (Nazarian, 2013).

This research uses the organizational effectiveness measurement in a learning and growth aspect, which is one of the effectiveness measurements in the Balanced Scorecard (BSC) concept. This organizational effectiveness framework is commonly used to measure nonprofit organizational effectiveness (Christian et al., 2016; Lindy, 2009; Hartnett, & Matan, 2011; Ronchetti, 2006; Markus, 2009; Syalom, 2015). This framework could create uniqueness (Hall, 1972; Scott, 1977) within nonprofit organizational effectiveness measurements for sexual diversity groups, and it is more appropriate for this research.

In short, the measurement of organizational effectiveness in this research consists of 3 criteria: the stability and success aspects by Caplow, which are universal and generalized. Those 2 aspects are combined with the third criterion, which is the learning and growth aspect according to the BSC effectiveness evaluation framework, which is commonly used to evaluate the effectiveness of nonprofit organizations.

These 3 criteria in measuring organizational effectiveness can be measured by the indicators shown in Table 2.5.

Table 2.5 Organizational Effectiveness Criteria and Indicators

Effectiveness Criteria	Indicators
Organizational Stability	1) Adequate structural maintenance and development. 2) Practices in alignment with the environment. 3) Clear working rules and regulations. 4) Resource maximization.
Organizational Success	1) Success in achieving organizational goals/objectives /mission. 2) The outcome of organizational practice in the form of products or services.
Learning and Growth	1) The development of skills and capacity of the staff. 2) The satisfaction of the staff. 3) A good working environment. 4) Staff maintenance

2.3 The Concept of Nonprofit Organizations

The nonprofit organization is an organization whose objectives are not aimed to a surplus of revenue. The nonprofit organization is a part of the third sector, which is neither a government organization nor a private sector organization. The nonprofit organization can be called differently, e.g., Nongovernmental Organizations (NGOs), Non-Commercial Organization (NCO), Community-based organizations (CBOs), Charitable Organizations, Tax-exempt Sector, Independent Sector, Civil Society, Voluntary Organizations or Sector, Philanthropy.

These names are used depending on the context of the organization applied to it. To exemplify, the Tax-exempt Sector, from the beginning of the 1910s these organizations have been exempt from the tax laws of the country. The activities in these organizations focus on public charity or education. Another example, Nongovernmental Organizations (NGOs), starting in the 1970s, these organizations are involved in many activities by private sector organizations, more than the

government sector. In Thailand, the name of Nongovernmental Organizations (NGOs) is used or so-called civil society, which are developed from bottom to top and allows people to participate more in social development.

2.3.1 Definition of a Nonprofit Organization

The definition of the nonprofit organization that is generally used in the United States has been defined by many scholars as follows:

Padron (1987, pp. 69-77) The nonprofit organization is an organization which is a non-government organization. It is an organization which is not part of the government and is not formed by any type of agreement with the government. This non-government organization can be in the form of a research institute, professional association, trade union, chamber of commerce, youth organization, religious organization, elder association, political party, private organization, local or international crowd-funding representative, development organization, or any other organization that is a non-government organization.

Holmen (2012) Nonprofit organizations are legally independent of the public sector and have other primer objectives than earning profits, excluding poorly governed forprofits.

Hodgkison and Weitzman (1996) The nonprofit organization means an organization whose practices are under the objective of service toward the public, such as health, human services, art and culture foundations, federated fund-raising organizations, religious, educational and research institutions, or advocacy organizations.

Salamon (1987, pp. 29-49) Nonprofit organizations are operations operated by the private sector which are formed as public service organizations. For example, healthcare and educational services, science, social welfare, or democracy development. These organizations may appear in the form of a care center, private hospital, university, research institute, community development unit, health service unit, social service center, job center, or training center.

Drucker (1989, as cited in Mayuri Anumanratchathon, 2001) The nonprofit organization is a new word for institutions which provide a certain kind of help to society. For instance, a hospital or church is a center of social activity where there is

integration between business and a sense of government system within the organization. The outcome of this kind of organization is that individuals become different, such as the patient who had been treated and became a healthy person, or the student who became educated.

World Bank (1996) The nonprofit organizations are 1) entirely or largely independent of government; 2) not operated for profit; and 3) exist to serve humanitarian, social or cultural interests, either of their memberships or of society as a whole.

Solomon (2005) The nonprofit organization sector is a union of organizational units which have the characteristics of autonomy and voluntarily create public benefit. The nonprofit organization is often called the third sector. That is to say, it is an independent sector, public sector, civil society sector, tax-exempt sector, social sector, or charitable sector.

Lohmann (2007, pp. 437-444) The nonprofit organization is an organization which differs from other organizations. The nonprofit organization is a tax-exempt organization, and it is an integration between a private organization and government organization in the service area, it is a so-called hybrid organization which creates flexibility. The administrators are volunteers and also professionals.

Clark (1991) The private voluntary organization (PVO) can be replaced by the word non-governmental organization. However, the word 'voluntary organization' is more formal, more common, widely known, more reliable, and more creative.

Amara Pongsapich (2003) The nonprofit organization is an organization established by the gathering of a group of individuals who are idealists or share similar beliefs to partake in systematic activities. It has systematic organizational management. There is a board of directors, and they continuously carry out their activities in order to achieve the organization's objectives, be accepted from people and government, and be a part of a policy implementation which is in line with the needs of the people.

In sum, the nonprofit organization means an organization which is neither a private organization nor a government organization. However, it can work collaboratively with them and be supported by them. The objective of the nonprofit organization is to work for the public benefit with a broad range of work depending on the mission of each organization

2.3.2 The Roles of Nonprofit Organizations

The essential roles of the nonprofit organization are to collaboratively work to develop society, to produce products and provide services to society to help the society, and have an independent administration (Hansmann, 1980, pp. 835-902). However, nonprofit organizations can be in the form of a registered organization or nonregistered organization. The overall profits will be used to develop and support the mission of the organization.

Clark (1991) referred to the roles in the development of the nonprofit organization as follows:

- 1) To provide products/services by focusing on responding to the needs that the government sector and the private sector don't do.
- 2) To assist the government to achieve the objectives of organizational development, especially through necessary skills improvement in creating competitive advantages. To illustrate public data, education, communication campaigns, and provide situational information which is necessary for sensitive groups.
- 3) To help citizens voice their needs. To give choices to policymakers in policy considerations. To present essential information on government policy regarding freedom of speech.
- 4) To help create responsibility and transparency of government, the staff, and the projects of local government.

The roles of nonprofit organizations in each country have different degrees of success. According to Salamon and Anheier (1996), their study revealed that in developed countries with a decentralized government, the laws promote the work of nonprofit organizations. Also, the government provides support by allocating resources and budgets to the activities of nonprofit organizations. This is the reason behind the success of nonprofit organizations in countries such as the United States and Japan. In contrast, in developing countries the government sector may not take it seriously in supporting the work of the nonprofit organization, and sometimes the government may conflict with the nonprofit organization.

2.3.3 Nonprofit Organization Characteristics

Scholars have described the difference between nonprofit organization characteristics and the characteristics of government organizations and private organizations as follows:

Salamon and Anheier (1992, pp. 267-309) stated 5 characteristics of the nonprofit organization:

1) Established formally: It has to be an organization which is established legally as a corporate body and able to do legal transactions. Hence, organizations which are temporarily united informally are not considered nonprofit organizations.

2) Private sector organization: These particular organizations must not be under the government, be a part of the government, or have any government officer controlling the operations of the committee in the organization, but should be able to gain support from the government sector.

3) Non-profit distribution: The organization's objective is not making profit, but if there is any surplus from the revenue, the surplus will be used to operate social activities. For example, using the surplus as part of its annual budget, not paying it to the founders. So the nonprofit organization is similar to a business organization, only the objectives are different.

4) Self-governing: The system and practices of the organization are independent and not influenced by anything outside the organization.

5) Voluntary: The staff in the organization has to be voluntary. As to completing the specific mission of driving activities of the operation, a volunteer board of directors will be formed.

Hahn (2007) summarized the characteristics of the nonprofit organization as follows;

1) Formality: The organization needs institutionalization.

2) Private: The organization differs from a government organization.

3) No distribution: The organization must not distribute any profits to the founders or trustees.

4) Self-governing: The organization is able to control and manage its activities by itself and not be influenced by outside organizations.

5) Volunteer: The organization is significantly involved with the participation of volunteers.

National Statistical Office (2007) explained the characteristics of the nonprofit organization thus:

- 1) The duties are about overall public benefit, not some certain group.
- 2) It is a self-governing organization under the decision-making and policymaking of a board of directors.
- 3) The organization's aim is not profit-making and it will not distribute revenues to its members.
- 4) It is not a government organization, even though the organization is founded by the government or gains support from the government.

2.3.4 The Development of Nonprofit Organizations

Nonprofit organizations were developed from donations and social support in the past (Yupa Wongchai et al., 1988.). To illustrate, in the year 1630 New England Puritans led by John Winthrop developed the concept of 'A Model of Christian Charity' as a spiritual community and God was to help the community in the form of water and food, but not money. Then after the American Revolution, once they had won independence from Great Britain, the atmosphere in that period stimulated the development of the nonprofit organization. To put it another way, the government and the church had been distinguished. Thus, the nonprofit organization in the form of the church lacked the resources, and there was a limitation of support from the government. Consequently, nonprofit organizations in that era had to strive for funding sources, like asking for money from the private sector (Hahn, 2007).

From the 1900s-1960s, the implementation of laws and regulations for nonprofit organizations increased in number. The form of the nonprofit organization became much more like a business. There was the training of volunteers and the head of projects to take control of operations, the advertising of the organization to the public, and an establishment of many stable associations which expanded into international associations. This can be seen in the establishment of The Carnegie Endowment for International Peace in 1910, the establishment of The Rockefeller Foundation in 1913, aimed at the healthcare revolution at the international level, and

the establishment of the Ford Foundation in 1936, focused on creativity and free expression (Menefee and Arturo, 2009).

From the 1960s-1980s, many social movements affected the extension of nonprofit organizations to solve social problems such as drug abuse problems, alcohol problems, rape and abuse problems, and the AIDS epidemic. Nonprofit organizations started to play a role in providing social services and providing public services as a substitute for government. This stream of nonprofit organizational development similarly happened worldwide. Also in Thailand, the stream of nonprofit organizations reached into the country during that period as well, but mostly it was nonprofit organizations from other countries for the purpose of developing Thailand by giving funds.

In France the beginning of the nonprofit organization was similar to other countries in Europe. In the medieval period there was an establishment of a unit to help people by the Roman Catholic Church and charitable organizations. Then, after the French Revolution in 1789, the government tried to demolish Catholic charitable organizations and other associations. In 1864, there was a law legalizing and giving associations freedom. Next, in 1901, those associations needed to be registered under the Law of Associations legislated by the government. Since then, nonprofit organizations in France have developed from the support of the government budget, and the number of the nonprofit organizations in France has increased up to the present.

In Brazil, nonprofit organizations have been established under the Catholic Church for more than 400 years. When the Church came to a downfall the government took its place by improving social activities and turning those activities into social service activities. In the late 19th century there was an establishment of organizations under the reciprocity principle between the service provider and service receiver, especially in the medical area, to take care of the members, the unemployed, those with disabilities, or at death. The collaborative structure between government and community organizations, namely the Catholic Church, started to spread into nonprofit schools, hospitals, and other charitable organizations. These organizations support government operations in the healthcare area, education, and social services. There have been increasing numbers of nonprofit organizations in Brazil. Their

promotion has led to environmental development, citizenship rights, the abolition of racial segregation, gender equality, and consumer protections. The social movements and activities from many groups have supported the progression of nonprofit organizations in Brazil to be independent and have multilateral participation. As of now, the number of nonprofit organizations in Brazil has reached more than 60,000.

In Asia, Japan is one of the countries with many nonprofit organizations. The number of staff working in nonprofit organizations is more than 2 million, which is second only to the United States, with 8 million people working for nonprofit organizations. Nonprofit organizations in Japan can be categorized into 2 types. First are legally registered nonprofit organizations, which mostly are in the area of public benefits, medical organizations and volunteer organizations. These organizations get funding support from local organizations. Secondly are nonregistered nonprofit organizations, which are mostly small in size. Their operations aim more towards environmental conservation, community development, and campaigns asking for collaboration which have a small number of staff and small budgets (Benjamas Siriphat & Surapon Murada, 2002).

In Thailand, the development of the nonprofit sector can be considered from a historical perspective. In the past, the Buddhist temple was the primary key in the role of helping the community. The temple was the center for responding to the community's needs and wants. Starting from the Sukhothai era to the Ayutthaya era until now in the Rattanakosin era, Buddhism has played an important role in the daily life of people by helping, maintaining the culture, and stabilizing Thailand politics. For example, there has been the establishment of associations to help and impel socialization by promoting the idea of making merit.

At that time, the Buddhist monk had the responsibility of being the center of wisdom, culture, entertainment and community life, like teaching boys how to write, read and perform religious practices, providing relaxation areas, entertain visitors by organizing festivals, provide needed accommodations, and as food providers for tourists.

In addition, the temple had the responsibility of being the center of healthcare. Whenever patients needed to be cured and taken care of, the temple would be their

sanitarium. This sanitarium also took care of needy people and abandoned children. Naturally, these helping activities from the temple were considered a part of the community lifestyle because there was no organization formed to formally help people at that time.

Then, in the reign of Somdetch Phra Paramindr Maha Chulalongkorn, known as King Rama V (1868-1910), there was a revolution in the government of Thailand in order to modernize the kingdom. There were establishments of government ministries such as the ministry of Dhammakarn responsible for religious education, nursing care, and museums. Later, the ministry of Dhammakarn became the ministry of education and the ministry of public health, so the role of the temple has been diminished.

In the meantime, there was pressure from the power of colonialism from Britain on the West side of the country, and from France on the East side of the country. As a result, modern help was arriving into Thailand which differed from the traditional help from the temple. In 1885, a significant change was the establishment of "The Red Unalom Society" founded by Thanpuying Plien Pasakornravongs, who gathered together a group of female volunteers to relieve the suffering of injured soldiers and provide medical aid. This is considered to be the first time that formal help had been established. As of now, the society is known as the "Thai Red Cross."

Then, there was the arrival of Catholic and Protestant missionaries which affected Thailand's social change. There was the establishment of Christian organizations initiating activities for public benefit through the churches, schools, and hospitals founded by Christians (Amara et al., 1997). Their activities mostly focused on social welfare in the form of social work and the form of, later called, 'private voluntary organizations' such as the YMCA, McCain Institute in 1907, and the Children Federation from the United States in 1932 (Banthorn Oundum, 1984).

After the democratic revolution in 1932, Thailand changed from an absolute monarchy and became a constitutional monarchy. Nonprofit organizations were founded, such as the Women City Club in 1932, and the Sangha Supreme Council of Thailand, the governing body of the Buddhist order, to take care of Buddhism matters and monk institutes all over the country in 1962.

In the nation-building era after World War II and the military dictatorship era from 1960-1973, these helping activities were the only activities at that time that were supported and developed. There were many associations and organizations established during those times, mostly aimed at social development. Additionally, there were international clubs, such as the Rotary club and Lions club established all over the country. However, those associations and organizations mostly belonged to the elites.

Then after the popular uprising on 14 October 1973, Thai people paid more attention to political activities. There were increasing numbers of outside government organizations or NGOs supported by the middle class from various occupations who wanted to develop the country. These organizations were moved by a sense of sympathy, the understanding of helping needy people, and the need to collaborate. In addition, these people felt that the government sector was unable to solve the development problems as good as they wished them to. Outside government organizations were considered to be a new alternative way to cope with this problem. The organizations formed during this period were not legally registered, but they strived to work toward public interests and were eager to revolt so that some resources could eventually get to the needy people.

In 1976 there was a political change as a result of the October 6th incidents. The communism stream after the world war came to Thailand. The activities happening outside the government in late 1976 created confusion and hesitation toward the society, who misinterpreted them as being communist. This resulted in demolishing all development activities from outside government organizations. The operations of outside government organizations became more difficult and led to resistance by the people working in those organizations. They started to have a negative attitude toward government officers. The situation between the outside government organizations and the government became tenser until the end of the 1970s.

After that, in 1980 the government started to open up for opinion exchanging between the government and outside government organizations. This was considered a better chance for the outside government organizations. Nonregistered organizations started to restore their activities and there were new organizations established at this time. During this period, there were networks of cooperation and shared experiences.

This can be seen in the founding of “Follow-Up Committee for the Private Organization Seminar on Development” in 1981, and the International Coordinating Committee of National Human Rights Institution in 1983. According to these mentioned developments, it can be seen that Thailand’s nonprofit organizations have increased in importance gradually to develop Thai society, regardless of obstacles before.

In 1981 the government attempted to create a relationship with outside government organizations. In the preparation for the 5th National Economic and Social Development Plan (1982-1986) by The Office of the National Economic and Social Development Board (NESDB), there was an opening for consultation between the government and outside government organizations. This effort for creating a relationship resulted in the 6th National Economic and Social Development Plan (1986-1990), which showed that there was the need to unify nonprofit organizations regionally and nationally. Since 1991 the growth of civil society has increased. The characteristics of nonprofit organizations in this period were in the form of people organizations or community organizations gathered to solve one specific problem or to address one specific issue to create more social energy.

After the Black May incident in 1992, there was another essential point in supporting the civil society sector. The middle class played a more important role in expressing liberalism and democracy. It was the rise of a citizenship consciousness that the people could be more aware of their rights and participate more in politics (Jamaree Chiangthong, 2000).

The nonprofit organization movement had progressed over time until the 8th National Economic and Social Development Plan (1997-2001), after the constitution of 1997 the political reformation and the democratic movement increased the number of nonprofit organizations in Thailand. This progression started when the civil society sector gathered for social distribution and addressed their needs to the government until there were increased numbers of legally registered nonprofit organizations. The nonprofit organization for sexual diversity is one of these nonprofit organizations established during this period.

According to the above examples of the beginning of nonprofit organizations worldwide, including in Thailand, it shows that the establishment of nonprofit

organizations started informally by providing social aid, then developed into formal nonprofit organizations. This formal nonprofit organization has helped the society in many more varied areas, the issues have become much more specific, and the targeted groups have become much more particular. Nonprofit organizations in Thailand are considered to be organizations which were established due to specific reasons, such as healthcare and rights for sexual diversity groups.

From the last two decades until now, nonprofit organizations worldwide have increased. Due to the fact that social problems have become much more complex and society has become much more varied, the government is unable to solve all the problems that occur. In addition, the decentralization concept affects the size of government, to make it smaller as the civil society, namely nonprofit organizations, have taken its place. For example, there was a time of government downsizing, and volunteer support helped to create good health and a good life for the citizens. During that time, nonprofit organizations had been considered a social service provider, and there was support toward the participation of people (Willson, 2010). Even in communist countries like China, the number of nonprofit organizations in China has increased from thousands in 1988 to 319,762 organizations. Moreover, more than 70 percent are in Shanghai, and 171,159 of them are organizations for society, or as much as 54 percent.

In Thailand in the past 20 years, the number of nonprofit organizations has been increasing. In 2012, there were 76,685 nonprofit organizations, as shown in Figure 2.1

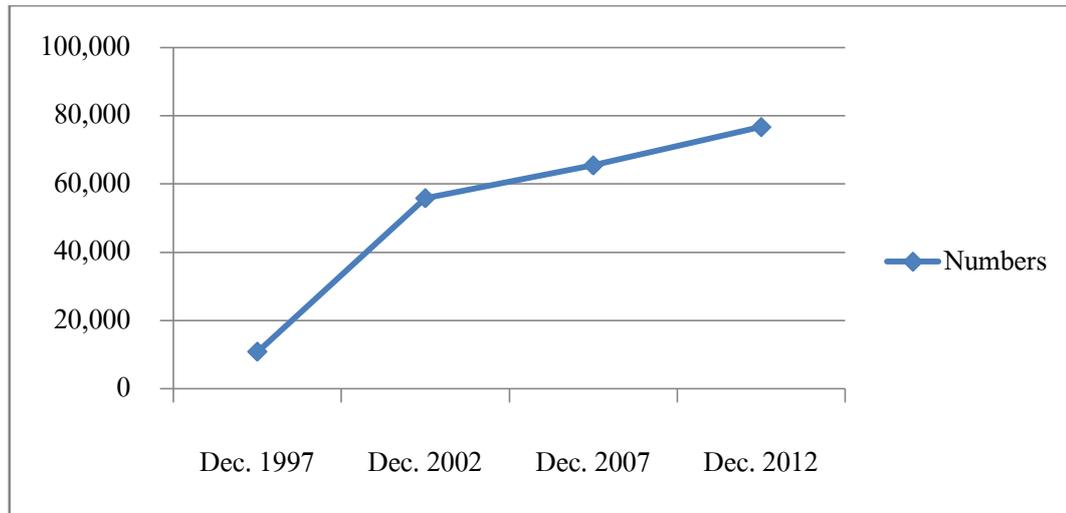


Figure 2.2 The Number of Nonprofit Organizations in Thailand

Source: National Statistical Office, 2013.

According to Figure 2.1, the number of nonprofit organization in Thailand has continuously increased over the past 20 years. The National Statistical Office categorized these nonprofit organizations in Thailand into several categories, as shown in Table 2.6.

Table 2.6 The Number of Nonprofit Organizations in Thailand by Categories

Nonprofit Organizations (NPOs) by Categories	Number of NPOs 2012 (%)
Social Work Service NPOs	24,090(31.4)
Public Cremation Service Associations	3,405 (4.4)
Trade Associations/Thai Chamber of Commerce	2,123 (2.8)
Employer Associations/Labor Unions/ Government Employee Unions	1,748 (2.3)
Religious Organizations	44,398 (57.9)
Political Parties	57 (0.1)
Foreign Private Organizations	83 (0.1)

Table 2.6 (Continued)

Nonprofit Organizations (NPOs) by Categories	Number of NPOs 2012 (%)
Education Organizations (Private School/Private University)	763 (1.0)
Health Organizations (Private Hospital)	18 (0.0)
Total	76,685

If focusing only social work service organizations, it reveals that the number of organizations has tended to consistently increase since 1997 with 6,449 organizations, until 2012 with 24,090. On the other hand, there were 17,641 organizations that increased, as shown in Table 2.6.

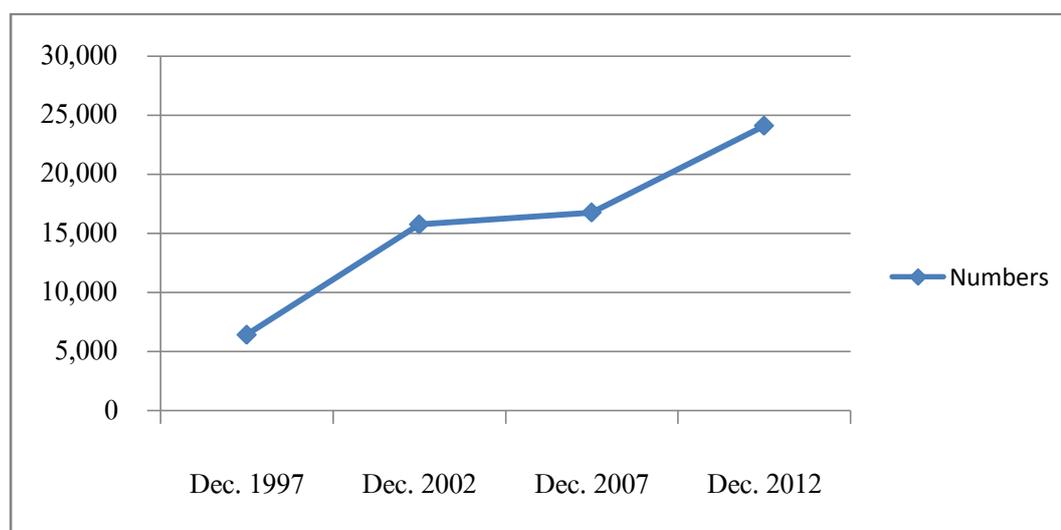


Figure 2.3 The Number of Nonprofit Organizations for Social Work Service in Thailand

Source: National Statistical Office, 2013.

According to the nonprofit organization data shown in Figure 2.2, the number of nonprofit organizations for social work service has extended swiftly. As of this research, the nonprofit organization for sexual diversity is one of these social work

service organizations. This research looked upon these studies on social work service organizations, but they are mostly about nonprofit organizations for children, women, and disabilities. Studies of sexual diversity groups are rare.

2.4 Sexual Diversity

2.4.1 Fundamental Concept of Sexual Diversity

The concept of sexual diversity is a modern sexual orientation concept which runs against old concepts because, in former times, society considered people with sexual diversity as wrong and sinful. Specifically in medieval Europe, when it was the golden age of Christianity, homosexuality was considered an act against God's will. That act deserved punishment such as execution by being buried or burned alive. This concept was widespread in Europe (Somchai, 2013) until the late 19th century when science and the medical sciences became much more advanced. As a result, the view of gender has changed from defining it only in biological terms, which divides gender into two kinds; male or female. The two genders were believed to be the absolute truth of nature. Then homosexuality was considered to be an abnormal behavior which the majority in society despised.

Then, in the late 20th century, there was a significant change in the definition given to an individual's sexual orientation. According to the medical opinion about homosexual behavior, it changed from the individual's abnormality to the individual's satisfaction. The American Psychiatric Association has withdrawn homosexuality from the classification of mental disorders listed in 1973. The definition of this withdrawal was "homosexuality is neither a sin nor as God intended as long believed by the society. Now, psychologists have carefully considered and declare that homosexuality does not cause any form of sexual dysfunction." Additionally, the World Health Organization (WHO) stated that homosexuality is neither a type of mental disorder nor an abnormality, as supported by research studies which insist that homosexual relationships are not related to any mental disorder.

In the meantime there was the beginning of the concept of sexual diversity, which views gender as a cultural product expressed according to the individual's experience. For this reason, gender is what has been established by society. Besides,

there are many scholars who have suggested that same direction. In particular, Foucault (1986) explained that in the West society defined the term gender by using scientific knowledge from the 17th century. This scientific knowledge created a power relation through suppression, discrimination, and the consideration of them as having a mental disorder. Consequently, Foucault recommended studying the social construction of gender, instead, as the belief that it is a thing created by society.

Butler (2006) discussed sexual expression such that sexual expression does not need to match with the biological gender or the individual's feelings. The transformation of sexual expression, or the role of expression, is called gender performativity. This later gender concept made the sexual diversity concept become an open concept in general.

The person with a sexual diversity identity is the person who has a different sexual orientation. Following a study from Kinsey (Kinsey, Pomeroy, Martin, & Gebhard, 1998), human behavior can be divided into 7 levels, called the Kinsey Heterosexual-Homosexual Rating Scale

- 0 means Exclusively heterosexual.
- 1 means Predominantly heterosexual, only incidentally homosexual.
- 2 means Predominantly heterosexual, but more than incidentally homosexual.
- 3 means Equally heterosexual and homosexual.
- 4 means Predominantly homosexual, but more than incidentally heterosexual.
- 5 means Predominantly homosexual, only incidentally heterosexual.
- 6 means Exclusively homosexual.

In Thailand, according to the opinion of the National Human Rights Committee, constitutional draft 2007 Article 70 (National Human Rights Commission of Thailand, 2007) defined the definition of the person with sexual diversity as follows:

- 1) Homosexual is a man who loves a man, a woman who loves a woman, or an individual who loves both men and women.
- 2) Hermaphrodites are individuals who are born with binary genders and it is indefinable if the individual is male or female.

3) Transgender people are individuals who have the social role as a man or a woman who differs from their born sexual identity, such as KraTheoy or ladyboys.

4) Transsexuals are individuals who have been gone through transition by medical assistance to completely be the gender they choose, both from male to female, or from female to male.

Nowadays, sexual diversity groups call themselves LGBT groups (The Society of Obstetricians and Gynecologists of Canada, 2013), which consists of:

L as Lesbian, meaning a female who is sexually attracted to females.

G as Gay, meaning a male who is sexually attracted to males.

B as Bisexual, meaning a male or female who is sexually attracted to both males and females.

T as Transgender and/or Transsexual, meaning an individual whose gender identity is neither male nor female. A male who has his transition to being female is called a Trans woman. Likewise, a female who has her transition to being a male called a Trans man. In addition, trans-sexual means an individual whose gender identity does not conform to his/her biological gender.

However, the term LGBT is still considered a term that differentiates between the LGBT groups and the mainstream gender groups of males or females (Kritaya ,2011, pp. 43-65). Hence, there is now the suggestion of the term Gender and Sexual Diversity (GSD) for the purpose of describing the overall diversity of gender identity and sexual orientation, which includes male, female, and asexual.

People with sexual diversity have been increasing rapidly and it is a worldwide phenomenon (Miller, 1993, Halperin, 2000). Proof of this in the United States came with the population census in 1998, which found that there were married same-sex couples of about 1.67 million people. It has been anticipated that there should be people with sexual diversity at around 6–10 percent of all people in the country. Similarly, in Thailand a study by Udomsilp Srisangngam (1981) revealed that the number of the males with sexual diversity was more than 5 percent of the population, and the number of females with sexual diversity was more than 2 percent of the population. Then in 2005 there was a survey called Trendy Working Style-Gay conducted by the Nano Search Company (Manager Weekly, 2005), which discovered

that one-third of Thai males were gay. This can be implied that if there were 12.3 million males (Institute for Population and Social Research, 2017), there could be males with sexual diversity, both open and hidden, in the number of more than 10 million, which is surprisingly higher than in the past.

2.4.2 Thailand Sexual Diversity Concept

In Thailand, the concept of gender identity diversity is a new concept. For this reason, the gender concepts in the past, influenced by scientific knowledge and discourse, determined gender as binary, referring to medical science in biology and psychology terms. Specifically, in the 1940s under the Field Marshal Plaek Phibunsongkhram government, westernization controlled the sexual expression of the citizens. This resulted in more tension as females and males needed to be clearly separate (Narupon Duangwises, 2012). Later, during the mid-1960s the term 'Gay' was first addressed in Thai society via the news report of the homicide of Carel Berrigan. The news reported that he was murdered by his sexual partner, and presented the term 'Gay' as a male prostitute. As a consequence, during 1960s-1970s, Thai society had a negative perspective toward gay people, that they were social problems, and they were the cause of the AIDS epidemic (Jackson, 1997).

However, gay and other sexual identities, namely KraTheoys, bisexuals, Tomboys, lesbians, have occurred and proceeded over time under the economic development driven by capitalism. During 1980s-1990s, many entertainment and other businesses aimed for sexual diversity groups to be established. Even so, the perspective of Thai people toward people with sexual diversity was still based on bias and mythology which had long accumulated through Thai culture. Thai people during this period were far from understanding and accepting, and tended to discriminate against people with sexual diversity.

Later, in the 2000s after the constitution of 1997, came the establishment of nonprofit organizations for sexual diversity groups to run campaigns and create understanding between society and people with sexual diversity. This purpose should have created equality in the society, but there were various problems that occurred in the operation. Unfortunately, the objective of creating understanding and equality could not be accomplished. For example, in 1996-1997, Rajabhat Institute denied the

admission of people who were 'sexual identity diverse'. This regulation was repealed after broad criticism, though, after society claimed that this regulation violated human rights (Forsogi, 2014).

Nevertheless, a regulation was still used to consider the qualification of Bachelor of Education in one of the Rajabhat universities in the northeastern region in 2012. One of the conditions was that the person must not be/or have a history of diverse sexual behavior (Chanjira Boonprasert, 2011). In 2007, at Novotel Siam Square Hotel, there was a discriminatory act toward a trans woman by not allowing her to enter the Concept Siam Square pub which is located in the hotel's underground. The doorkeeper told her that according to the policy of management, no trans-woman or KraTheoy was allowed to enter the pub. In this case, a group of organizations for sexual diversity groups gathered over this issue, and eventually, the regulation was amended. In 2015, a similar case happened at Onyx pub at RCA. The security guard did not allow a trans woman to enter, with the only reason being that she was a trans woman. Not only this pub, but the study also found that there were many pubs in the same area with the same policy (Manager Daily, 2015).

According to the study '30 Years of Gender and Sexuality Evolution in Thai Society' by Ojanen and Pimpawun (2012, pp. 27-60), as a part of the Exploring Gender and Sexuality in Changing Asia: A Research Capacity Building Program, it revealed that sexual diversity groups are still stigmatized and have a limited role in society. People in society still lack an understanding of sexual orientation and gender. The old traditional gender system exists until now, and people's sexual orientation barely changes. However, the result of the research still found a good tendency toward sexual diversity groups. In particular, people with sexual diversity have become capable of revealing their own self, they show up more in society, and they play much more important roles in society.

Another example reflecting a good tendency of acceptance toward sexual diversity groups is a campaign encouraging people with sexual diversity to come and travel to Thailand through the Tourism Authority of Thailand, New York office. This campaign ran under the 'Go Thai Be Free' program by focusing on the point that Thailand is friendly towards sexual diversity groups. This campaign was praised internationally and among sexual diversity groups. To illustrate, John Tanzella,

the president and CEO of the International Gay and Lesbian Travel Association (IGLTA), expressed his feeling toward the campaign, “It gives us great pride to see IGLTA members move LGBT tourism forward on a global scale. Thailand has long proven itself as a leader in gay travel to Asia, and we applaud their new web efforts for LGBT travelers.” (Tourism Authority of Thailand, 2012).

So well, there was a survey of acceptance ratios and likelihood ratios for accepting sexual diversity in Thai society in 2008 and 2011 (Pimonpan, 2015, pp. 45-63). The result of the study found a good tendency of accepting the sexual diversity concept. However, there also were interesting issues according to differences in the sampling population among a total population of 20,000 sampled nationwide. That is to say, in 2008 the acceptance rate toward sexual diversity, in general, was 13%, but in 2011, the acceptance rate had doubled to 26%. Nonetheless, it's still considered as a minority in comparison with the rate of non-acceptance. According to the area aspect, the southern part of Thailand had the least acceptance rate, while in some areas the acceptance rate was splendid, such as Bangkok, the central region, and the northern part of Thailand. A comparison of acceptance rates between areas within the municipality and outside the municipality show that the people living within the municipality tended to be more acceptable than the people living outside the municipality. In the religious aspect, Buddhism had a better acceptance rate than Islam. People with higher educational levels had a better acceptance rate than people with lower educational levels. Last but not least, considering the generational aspect, it found that people of Gen Y had the best acceptance rate toward sexual diversity, while Gen X, Baby boomers and Silent Gen tended to have less and less acceptance rates, respectively.

2.4.3 Nonprofit Organizations for Sexual Diversity Group

Nonprofit organizations for sexual diversity groups formed by the LGBT group appealed for justice and social equality. Throughout history there have been many acts of violence toward sexual diversity groups. A crucial situation first happened with the Stonewall incident when police captured a group of gay men in the Greenwich Village pub in the Stonewall hotel on Christopher Street, New York City on 28th June 1969. This incident was a trigger to march in protest and start an uprising

to claim the rights of people with sexual diversity. In addition, there were two Gay organizations established, namely the Gay Liberation Front and the Gay Activists Alliance, which was considered the beginning of the social movement for sexual diversity groups in the United States in order to claim rights, equity, and equality. This became the model of the phenomena of sexual diversity groups worldwide in claims over rights and equality (Cartier, 2010; Lukenbill, 2002).

Even in Thailand there was a similar march of protest by sexual diversity groups in the late 1980s. It was a promotion to raise AIDS awareness and the increasing number of HIV infections (Giles Ji Ungpakorn et al., 2009). In the late 1990s, nonprofit organizations for sexual diversity groups started to pay more attention to social and political rights and equality. This gave the space for people with diversity in society through mass communication and public communication, and they now have an opportunity to play more important and diverse roles in society (Goodman, 2012).

2.5 The Study Guideline

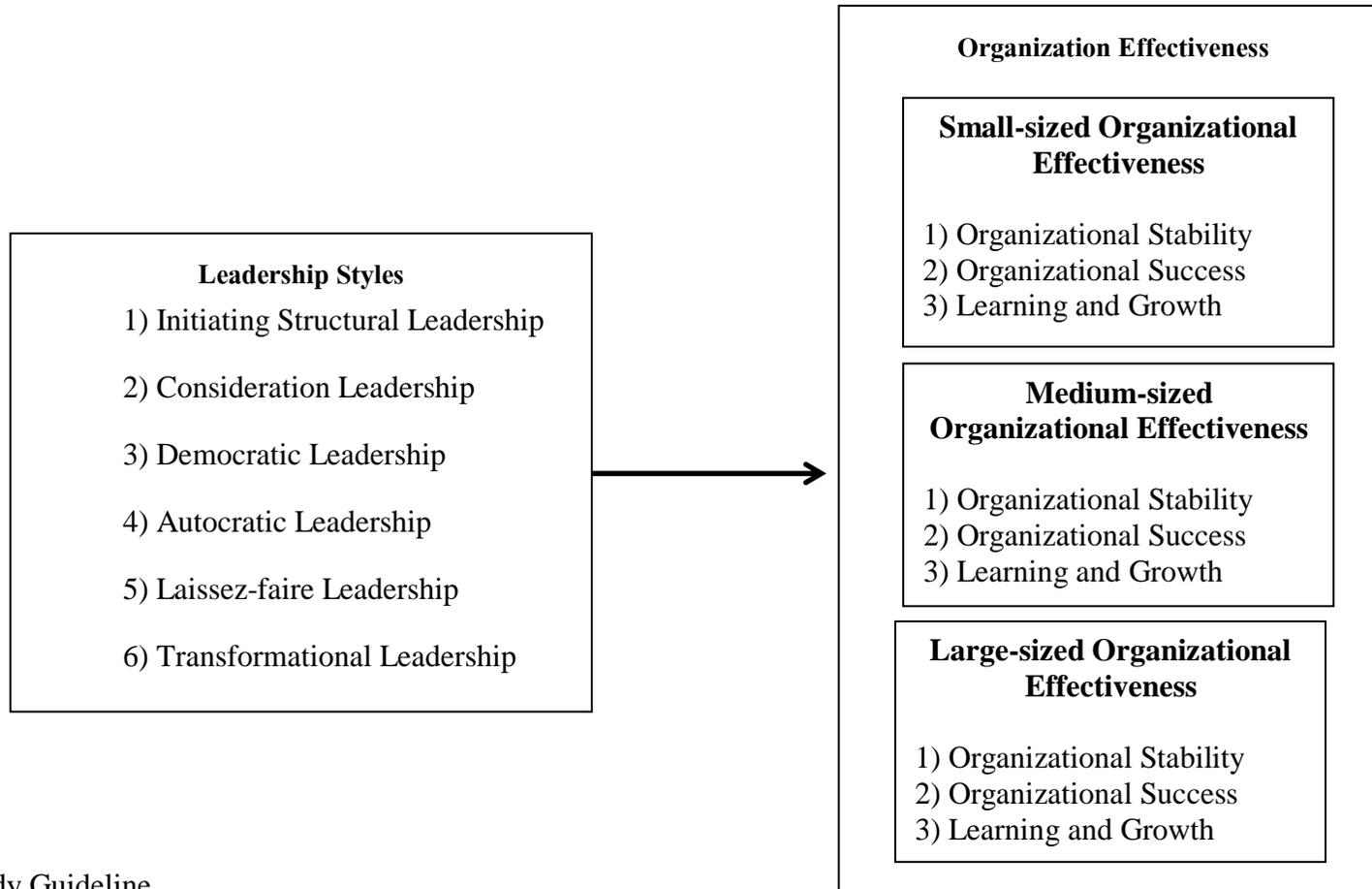


Figure 2.4 Study Guideline

Source: Adaped from Caplow, 1964; Kaplan and Norton, 1996.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter explains the methodologies in this research and explains how it answers the research objectives and questions. The research used Qualitative Methodology to explain and answer the objectives of the study. All the information in this research has been gathered by two means. Firstly, documentary research from documents, journals, textbooks, and relevant research studies. Secondly, interviews the key informants who consisted of administrators, staff, and customers from three organizations. In closing, the data analysis and a presentation of the results of the study is offered.

3.1 Research Design

This study uses Qualitative Methodology by including a combination of documentary research from documents and relevant research studies with qualitative research on key informants from 3 case studies.

All 3 case studies have been studied by using face-to-face qualitative interviews, which allows detection of the interviewees' reactions and emotions (Powell, 1991). The interview method used is a semi-structured interview method to build a mutual connection between the interviewer and the interviewee (Reinharz, 1992). The question guidelines were prepared in advance in order to ask accurate and appropriate questions.

The reasons that a qualitative research methodology was used are outlined as follows:

- 1) This research aims to study sexual diversity nonprofit organizations in Thailand, which are few in number. In that, the information is also limited, the number of staff is small, and it requires many contexts to understand the leadership styles of the leaders. Consequently, a qualitative research methodology was the best

way to attain in-depth comprehension and cover more information in this study. This kind of methodology enables a better understanding and a better explanation, known as “Thick Description” (Holliday, 2002) in an organizational context of the organization’s management by its leader, its organizational operation, and the outcomes of organizational operations which are unique and difficult to measure.

2) According to a Thai social context, sexual diversity issues are still somewhat sensitive for some groups of people because of the social stigma a, some people consider them to not belong in society. Due to the fact that this study is related to sexual diversity groups, both as organizational staff and participants, qualitative research was considered the most applicable method. For this reason, the researcher has created a mutual connection between the interviewer and the interviewee so that they could both open up and allow for in-depth interviews, comfortably and willingly.

3.2 Unit of Analysis

The unit of analysis in this study is the sexual diversity nonprofit organization in Thailand which has been registered as a nonprofit organization with the Ministry of Interior of the Kingdom of Thailand.

3.3 Population and Sample

In this study, the research population of sexual diversity nonprofit organizations was divided into 3 clusters, determined mainly according to the size of the organization, since the organizational size is related to organizational effectiveness (Caplow, 1957; Grusky, 1963). That is to say, the difference in an organization’s size will affect the organization’s effectiveness and potential to organize its activities. Small organizations with a small number of staff tend to have more operational effectiveness. Equally important, the leader of a smaller organization is obviously more influential on the staff than the leader of a bigger organization, not to mention the fact that larger organizations are more complex, which leads to difficulties in control and much delegation. On the other hand, some scholars (Gouldner, 1955; Katz & Kahn, 1978; Sheperd, 1979) have shared a different

point of view, that a large organization is more effective than a small organization because of the economies of scale, technical potential, amount of experts, and professionalism.

To define the factor of organizational size a division of the case studies into 3 clusters was made. Small-sized sexual diversity nonprofit organizations are defined as organizations with a staff number of not more than 30 persons. Medium-sized organizations include organizations with staff between 31-100 persons. And large-sized organizations have staff of 100 or more.

After categorizing the population into 3 clusters according to their size, a purposeful selection (Boeije, 2010) was performed for the sample selection. Then, relevant sexual diversity nonprofit organization documents were studied carefully to successfully select the key informants which were appropriate for the objectives and necessities of this research. In other words, the selected organizations had to be registered organizations under a government department, the target group of selected organizations had to be sexual diversity groups, and each selected organization had to be able to represent the population in each cluster selected from the population.

There are 3 case studies in this research, which defines each organizational cluster as follows: 1 small-sized organization, 1 medium-sized organization, and 1 large-sized organization. These organizational clusters are used in order to study leadership style and organizational effectiveness in each case study. As to representing these organizational clusters in this research, the names of the key informants will all remain confidential. Instead, in this research will use L organization to represent the large-sized organization, M organization to represent the medium-sized organization, and S to represent the small-sized organization. As to protecting and respecting the research participants' identity, only the researcher, research participants, and research advisor are able to disclose this information.

The data collection was through a process of interviews, with data collected from key informants who are administrators, staff, and clients using the services provided or benefit from the services provided. A total of 15 persons were selected.

L organization: Data collected on a total of 8 persons as follows: 1 administrator, 3 organizational staffs, and 4 clients.

M organization: Data collected on a total of 4 persons as follows: 1 administrator, 1 organizational staff, and 2 clients.

S organization: Data collected on a total of 8 persons as follows: 1 administrator, 1 organizational staff, and 1 client.

The selected key informants, organizational administrators and organization staff all had criterion sampling techniques used and they all shared 5 similar characteristics, as follows:

1) The key informants were thoroughly acculturated: A good key informant will have properly been through a self-acculturation process. This process explains why each key informant provided different points of view, which depended on their unique situations, processes, and experiences, which each of them learned through their acculturation. If the key informant was acculturated correctly, with enough time to be able to understand their own culture clearly, they were capable of giving all information confidently. From this shared trait of being through acculturation, the qualifications of the key informants required that the person had been working and practicing with the sexual diversity nonprofit organization for at least 1 year. This was done to ensure that the key informant had been through acculturation well enough to acknowledge the organization's situation and had enough experience to be able to provide the right information.

2) Key informants were currently involved: The key informant shall currently be working with the organization, not an ex-informant or employee. Since the key informant was currently involved, they could witness the incidents or current situations in the organization which would lead to an in-depth understanding of the organization's environment and context in the present. Therefore, it was a requirement that all key informants currently be working with the organization at least up until the time the data had been collected to be able to receive the most up-to-date information.

3) Key informants shall live in an unfamiliar cultural scene: The key informant shall live in a different culture with the researcher. This different cultural scene allowed the researcher to experience an unfamiliar culture and be capable of seeing all the details and distinctive points in the studied culture even better. Because of their familiarity, the key informant may never have noticed something different or

considered it as unusual. In this way the unfamiliar cultural scene for the researcher was a benefit for the researcher in order to differentiate, collect data, and analyze it into the research study.

4) The key informants must provide adequate time for the interview: Because the interview process was the primary method for collecting data in the qualitative research, to be able to answer the objectives of this study in every aspect required sufficient time to collect the data. Therefore, interviewees' available time needed to be taken into account. In order to calculate the interview time, Nastasi & Schensul (2005) suggested an adequate key informant interview time per 1 person, as shown in Table 3.1.

Table 3.1 The Total Number of Key Informants Participating in the Research Study in Comparison to Adequate Time for an Interview.

Total Number of Key Informants	Adequate time for an interview per 1 person
10	1-2 hours
20	30 minutes - 1 hour
30	20 - 40 minutes

Source: Nastasi and Schensul, 2005.

According to all data collection interview processes, the average interview time for each key informant in this study was 1 1/2 hours.

5) The key informant shall be a non-analytic storyteller: The key informants in this research study shall use their own language and express their own thoughts to describe situations, operational processes, and organizational problems naturally. The key informant shall not play the role of analyzer during the interview. Moreover, with all the given data from the key informants, the interviewer needed to listen carefully and non judgmentally without analyzing, criticizing, or guiding, to be able to retrieve what had been said by the key informant according to their true feelings.

For the selected key informants who are clients, a typical case sampling technique was used. They are people with sexual diversity who have been using the services, participating in events, or at least benefited from activities provided by at least 1 of the 3 organizations in this research study. The background of key informants who are clients is as follows:

Key informants who have used the services provided by L organization:

- 1) A - Gender:Male, Sex: Gay man, Hometown: Puttalong province, Occupation: college student in Bangkok, Age: 22 years old.
- 2) B - Gender:Male, Sex: Gay man, Hometown: PathumThani province, Occupation: high school student in PathumThani, Age: 18 years old.
- 3) C - Gender:Male, Sex: Transgender, Hometown: Bangkok province, Occupation: company employee in Bangkok, Age: 34 years old.
- 4) D - Gender:Male, Sex: Gay man, Hometown:Songkla province, Occupation: college student in Songkla, Age: 34 years old.

Key informants who have used the services provided by M organization:

- 1) E - Gender:Male, Sex: Transgender, Hometown: Udonthani province, Occupation: restaurant employee in Chonburi, Age: 30 years old.
- 2) F - Gender:Male, Sex: Transgender, Hometown: Surinprovince, Occupation: nightclub employee in Chonburi, Age: 25 years old.

Key informant who has used the services provided by S organization:

- 1) G - Gender:Male, Sex: Transgender, Hometown: Bangkok province, Occupation: company employee in Bangkok, Age: 23 years old.

3.4 The Role of the Researcher

In this research study the researcher adopted an overt role to collect the data. In order to do this, a letter of request for conducting a doctoral dissertation from the university was submitted to facilitate the data collecting process, such as conducting the interview and requesting a review of the organization's documents.

3.5 Data Collecting Tools

The primary tools used in this data collecting process are as follows;

3.5.1 The Researcher

For qualitative research, the researcher is considered one of the most important tools in the data collection process (Savin-Baden, & Claire Howell, 2013; Silverman, 2011; Wendy, 2012). To ensure the ability to collect reliable data, the researcher has to be well-prepared with essential knowledge from secondary sources such as scholarly documents, articles, journals, textbooks, and various research studies. Relevant study includes a history of nonprofit organizations, both in Thailand and internationally, nonprofit organizational concepts and theories such as leadership theories, organizational effectiveness theories, nonprofit organizational theories, and sexual diversity theories. This knowledge was applied to guidelines for the interview questions in order to analyze and interpret the interview data and thereby answer the objectives of the study precisely and perfectly.

In addition, the direct experience of using the service and observing meetings also supplied a more profound understanding of the working environment and the organization's operations.

3.5.2 The Guidelines for Interview Questions

Due to the fact that the means of collecting primary data in this study was a semi-structured interview method, another important tool was definitely the guidelines for the interview questions. The guidelines consist of leadership guideline questions and organizational effectiveness guideline questions. These guidelines were prepared in advance in the hope that the interview process would be precise, smooth, and cover all the main issued questions systematically (Huberman & Miles, 1994). However, during the interview process the researcher was allowed to add more questions as a response to a probe whenever necessary. The interviewees could inclusively describe their experiences and organizational phenomena, as well as share their feelings and emotions through their tone of voice. In doing this it gave the researcher a full understanding of the incidents and situations in the organization and gave the interviewees a chance to share their views freely.

3.6 The Assessment of Research Tools

An assessment of the research tools was done by this research's professional advisory. The professional advisor examined the actual data collection process beforehand, gave advice, and approved the edition afterwards.

3.7 Data Collection

The data collection process used a variety of techniques to recheck and confirm each other, because each technique had different strengths and limitations. The techniques used in this study are as follows:

3.7.1 Primary Data

The primary data was the data collected in the field, which is also the main data used in this research study. The data came from individual interviews of the key informants from all 3 case studies, the small, medium, and large-sized nonprofit organizations. The primary data was collected through multiple techniques, e.g., taking notes, recording conversations with authorization, observing, visiting, taking photos, and using the services. The average time that each key informant was interviewed was 1hr.30min. The interview atmosphere was set to be relaxing and friendly. In the beginning, before the interview had been appointed, the key informant received a call of introduction. In some cases, some detailed information, namely the guideline questions, were sent in advance to some interviewees per their request to comfort the key informant before the actual interview. Next, at the interview appointment, the key informant would provide the available date, time and place, such as at the organization, at a restaurant, or at their residential hotel.

On the day of the interview, there was a further introduction and explanation about the interview guidelines so the key informant could have a clear understanding of the interview objectives. Then came general questions and a little chit-chat-play. During the conversation a friendly approach was used to create a bond with the key informant by using an appropriate polite but informal personal pronoun to break the ice and to be more approachable. That is to say, in the Thai language the personal

pronoun for “I” and “You” can instead use the word “Pi” or “Nong”, which means I as your younger sister or elder brother, etc. Consequently, the interviewee would feel comfortable enough to open up and tell their story straightforwardly and truthfully. After the interview finished, a souvenir was given to show appreciation for their cooperation. The souvenirs given consisted of both a snack and a useful gift for daily life, for example, a pen and a souvenir mug with the embossed university logo so that it could create a bond with the university. Moreover, if time permitted, the researcher and the key informants sometimes had a meal together after the interview. As a result, more useful information was often told during this socialization as well.

After finishing each interview, an interview transcription was needed to include with the noted data, and photos for the final processing.

3.7.2 Secondary Data

The secondary data was comprised of relevant documents to support the field data collection. The secondary data could be gathered from documents, textbooks, articles, research studies, theses, meeting minute reports, and other research relevant media. A study of the secondary data helped to create more understanding of the sexual diversity nonprofit organizational environment, which has a history of sexual diversity practices from before the first legitimate organization was founded to the present, with an increasing number of sexual diversity nonprofit organizations all over the country. Also, the secondary data could help create more understanding of the organization’s administration, problems, and obstacles in order to help find solutions so that the organization can develop with less difficulty and be able to serve the sexual diversity groups in the nation.

3.8 Data Validation

All the information retrieved from all data collection processes were validated using methodological triangulation, which is using more than one method to gather data. The interview data was compared to the documentary data to ensure its alignment. Then, the key informant could read the rearranged and interpreted data to confirm its accuracy so that it could be improved and edited accordingly.

3.9 Data Analysis

The data analysis of this research study used all the data from key informants, both from the interview and the organizations' environmental observations. As well as the relevant concepts and theories, this was used as the foundation of the analysis and synthesis using a typological analysis method. This method is a classification strategy by categorizing the distinctive related data and using analytic induction, which aims to provide a generalization from at least 2 sets of data. This data analysis process summarized the data from all data collected in the research field (Supang Chantavanich, 2010). The analysis process used is as follows:

3.9.1 Data Processing and Data Collection

The data used for the data processing and data collection came from the interview record transcription, typed into a computer to quickly print out and comfortably use it for analysis. For data processing, the researcher was the main person to analyze all the interview data.

3.9.2 Categorical Data

The researcher made categorical data by gathering all data and counting quantitatively. By way of example, if the key informant had been speaking with one certain word repeatedly, it could be implied that the data was positively correct. Nonetheless, the researcher needed to be the one to analyze those words. Furthermore, the interview data from the qualitative research also needed to be counted. If the answer to a certain question was relevant to the specific indicator, that answer counted as 1 point. On the other hand, if the answer to a certain question was not relevant to any indicator, that answer got no point. After categorizing/counting every question, the sum of all points was calculated into a percentage. By doing this, the result could clearly show what kind of leadership each organization has, the differences between them, and at which level the organizational effectiveness in each dimension is.

3.9.3 Similarity Data

A comparison of the data needed to be performed by comparing the same data issues from one key informant to another. Any similarity of data on the same issue could extend the details of that issue. Eventually, after continuing to compare the data with the other key informant data, a conclusion of that one issue could be ultimately fulfilled.

CHAPTER 4

RESEARCH RESULTS

A study of the effects of leadership on organizational effectiveness: a case study of non-profit organizations regarding sexually-diverse groups in Thailand used qualitative research methods by collecting data from 1) The study of documents, textbooks, and relevant research studies, and 2) Interviews of key informants who consisted of administrators, staff, and customers from three organizations. The organizations were categorized into 3 types, large-sized organizations, medium-sized organizations, and small-sized organizations. The alphabet was used to represent each type of organization as follows; L organization represents the large-sized organization, M organization represents the medium-sized organization, and S organization represents the small-sized organization. The research results are presented according to a qualitative research style by dividing the contents into 3 parts: 4.1, the study results of the organizational leaders. 4.2 is the research results of the organizations' effectiveness, and 4.3 is a comparative results between leadership and organizational effectiveness.

4.1 The Study Results of the Organizational Leader

This research studied the leadership of three nonprofit organizations using a qualitative research method by interviewing administrators and staff in each organization. Then the data was segregated, organized, analyzed, and logically interpreted in order to retrieve reliable results and answers to the objectives of the research. This part of the study result presents an answer to the first research objective, which is the leadership of nonprofit organizations for sexual diversity groups categorized according to different size of the organizations, namely a large-sized organization, a medium-sized organization, and a small-sized organization. The results of the research are as follows:

4.1.1 Leadership of L Organization

4.1.1.1 Initiating Structural Leadership Behavior

L organization is a large-sized nonprofit organization for sexual diversity groups with more than 100 staff. The headquarters is located in Bangkok with several branches located all over the country. Therefore, the leader must use rules and regulations as tools for determining a clear operating structure. The creation of operational guidelines helps the staff operate in the same direction and under the same standards to successfully reach their goals. The headquarters is the model of operations and conveys the operational guidelines to the branches. The administrator of the organization explained.

In our organization, the budget comes from many sources of funding at the same time to proceed with the operation of the organization. There will be a work delegation to every staff member, who knows their area of responsibility clearly and knows the source of the budget for their current project so that we can manage our budget as to which target group this budget will be distributed to, or to which activities. (The leader of the L organization, personal communication, June 28, 2016)

The guideline for the operation of L organization focuses on the output. The ones who can achieve the goals are valued staff in this organization. According to data from the interview, the administrator of L organization pays attention to the recruitment process by upholding the principle of choosing someone who is appropriate for the job and choosing a person whose characteristics can drive the operation toward its goals.

One of the staff in one department in L organization added that working toward the job to succeed is in order to achieve the objectives of the organization.

When working, the staff will have a specified goal to follow and an indicator to be evaluated, which is not a problem because before being hired as a full-time officer here, I used to work as a volunteer. Then, when the leader saw that I could work well as a volunteer, that I have passion and I am friendly, I

got invited to work as a full-time employee. (The Staff of L organization, personal communication, April 10, 2018)

4.1.1.2 Consideration of Leadership Behaviors

To work with a nonprofit organization for sexual diversity groups is ideological work to help people of sexual diversity. Nowadays, Thai society still lacks correct understanding about people of sexual diversity. This fact is relevant to an interview with the administrator of the organization in Post Today newspaper, on the 18th of June, 2015, entitled “The Nearest Dream; Registering Cohabitation/Marriage”, he stated “Although Thai society is now open and accepting, to have them participate is a ‘No’ to them. This is because Thai society still considers it as an abnormality, does not consider it as a human right like in other countries. Some of them are afraid to lose their image. There are many things to be worked on. According to this mentioned situation, it drives our organization to try our best to create a better understanding of people with sexual diversity.”

To work for the society, the leader of L. organization also said this:

We need to understand society and humans, and we need to be optimistic. This mutual understanding toward each other will encourage the people we work with to have encouragement to work. We cannot force society to change their attitude. In contrast, we can gradually win their acceptance toward people of sexual diversity. If society can accept this, their attitude will eventually change. (The leader of the L organization, personal communication, June 28, 2016)

In an organizational management and staff management aspect, the leader of L organization attaches great importance to the staff, who devote themselves to the organization. In accordance with the data from the interview, the leader of L organization stated:

I knew this organization when I first participated in the activities of the organization many years ago. From that participation, I completely changed

my attitude toward myself and people of sexual diversity. So, I applied to be a volunteer in this organization. Then I became an officer here for many years and I have a good understanding of every job function. Then when I stepped up as an administrator, I had a full understanding of what kinds of problems the staff would have to endure, and how to cope with them. However, somehow we have to learn along with the others because the situation keeps changing, so we have to adjust together with the staff. For this reason, I have to work closely with them, and because of that, I have more understanding of how they feel. (The Staff of L organization, personal communication, April 25, 2018)

Moreover, one of the staff gave this exciting information about him self and the leader.

I have been working with this organization for a few years and I met him when I started working here. Since the beginning he's been very friendly and is a good listener. I can share all my thoughts with him of everything, and he can always give me suggestions. He is both the leader and the big brother who always takes good care of everyone in the organization. Whenever we meet him he will ask if we are feeling okay. On the other hand, whenever he finds that we are in trouble he will come, talk, and give us advice, both in our personal life and work life. To speak the truth, besides the leader, the other staff members in the organization are also close to each other. So I am thrilled to work here. (The Staff of L organization, personal communication, May 2, 2018)

4.1.1.3 Democratic Leadership Behaviors

Due to the fact that L organization is a big organization with a formal operating structure, the administrator is mostly the one who has to do any critical decision-making on both operational guidelines and policy. This is because there is a massive number of staff in L organization and there are many branches all over the country, to have everyone participate in the decision-making process would be too burdensome.

Thus, there are guidelines, designated by the administrator, for every activity and operation of all the projects. There is a delegation of work, followed by the forming the teams. These teams are formed mainly in accordance with the structure of the organization and the field of work. Each team in each field of work has to take responsibility for a specific part of the job. No matter whether the job succeeds or ends up with problems, this is considered the work of every single staff. The administrator also mentioned this:

In our operation, we have a clear division of work. The outcome will be considered by the result of the collaboration from every team. No job can be done by only one person. Therefore, if the outcome is good, it is considered everyone's success. If there is any problem that occurs, they have to fix it according to their part of duty collaboratively. Together with them, I will help too. If the work gets stuck, I will give them advice, but I may not fix the problem myself because I have many other teams who are my responsibility also. (The leader of the L organization, personal communication, April 10, 2018)

4.1.1.4 Autocratic Leadership Behaviors

According to the characteristics of nonprofit organizations, they are generally formed by groups of people whose ideology is a passion for working for society. Hence, most of the characteristics of the nonprofit organization dictate that the operations run informally without using violence or force in dealing with problems. The organization focuses on creating mutual understanding to relieve problems or prevent problems.

However, to operate effectively the organization needs to enforce the regulations and create an operational standard. Since L organization is a big organization, there are precise standards and operational outcomes that have been determined. If a staff member is unable to follow operational standards, that one may need to resign. The administrator of L organization referred to that:

Our staff needs to have a clear operational indicator so that they know what is within the area of their responsibility. If they cannot perform according to the indicator, then we need to talk so that they can improve. If they are still unable to do it, they have to reconsider themselves and resign. For example, the indicator of finding a sample to run an HIV test, it is a clear indicator. The fieldwork staff needs to be able to find the target group, approach them, and be able to persuade them to get HIV tested with us. This is the indicator, and if they cannot do it, then they will have to leave. (The leader of the L organization, personal communication, June 28, 2016)

4.1.1.5 Laissez-faire Leadership Behaviors

L organization uses meetings as a tool to declare, inform, and promote the activities and situations of the organization. These meetings will be scheduled to create mutual understanding in the organization, to provide useful information for the staff, and to set up the standard guidelines for operation. One of the requirements of L organization is that the staff in all branches nationwide has to report back to the headquarters monthly so that the headquarters has an update of the operation and any problems that may have occurred. The headquarters can then use the information received to solve, revise, and improve the operational guideline in the future.

Although L organization has clear standard operating procedures, the operations tend to give the staff the freedom to perform according to what they think is adequate, because the staff are the ones who have the best understanding in an operational context. For instance, many Muslim staff are working in the southern branch, which has a different organizational context. According to the information given by the staff in the southern branch, the southern branch will hold events promoting health awareness toward Muslims of sexual diversity. This operation is different from the other branches. The southern branch has to encounter problems when approaching their Muslim target. Since people of sexual diversity are unacceptable to Islam, to approach them at their residency one has to be cautious. This has to be done with a good understanding toward people in a community context.

4.1.1.6 Transformational Leadership Behaviors

The leader of L organization works for society with ideology and always wants to have staff with this same ideology. One of the ways to have staff with the same ideology is to be a role model. He has to show them his passion and his ideology by emphasizing the principles of the organization, which are ‘passion, understanding, dignity, and equality.’

The leader of L organization explained that he wants his staff to have their own goals in alignment with the organization’s goals, which is working for the collective interests of people with sexual diversity. Moreover, the leader has to create a good atmosphere and build the confidence of the staff so that they are capable of achieving their goals by working together and having a positive attitude toward their work.

The method the L leader uses is the role of “modelship” to portray a positive attitude by focusing on internal communications via many channels, such as formal and informal conferences, and social media. This communication is used so the staff can visualize the organizational success of the job that each of them does.

The leader of L organization also supports the staff to be knowledgeable and be able to utilize new inventions with their operations. This support is aimed to enhance their capacity of being able to approach problems, which keep changing, as the world is consistently changing every day, and being able to stay abreast of the latest innovations. For example, to be able to create HIV test kits at home and develop VDO call conferences to give instructions and counsel before and after being HIV tested. Moreover, the staff instructs in the use of PrEP medicine for HIV protection before having sexual intercourse without using condoms. They also instruct in the use of PEP medicines to reduce the chance of HIV infection after having sexual intercourse without using condoms. Last but not least, to suggest the use of modern HIV test technology by using blood samples from the fingertip with a wait of only 1-2 hours for the result.

Furthermore, there is the use of social media to approach sexual diversity groups, such as Facebook live broadcasting and a variety of applications which are highly popular channels for the newer generations.

The use of new technology is the result of systematic and objective analysis and problem-solving. These new technologies correspond with the lifestyle

of people of sexual diversity nowadays as the organization focuses on infection prevention and AIDS disease prevention.

One of the staff revealed the following.

The leader is like the excellent role model in the organization when it comes to operations. Since I started working here I have seen many changes in the organization, both internally and externally. The leader has been the one bringing all these changes to the organization. To illustrate, when there is a new method to take care of our targeted clients, the leader will be the first one to learn and motivate everyone to learn it together. (The Staff of L organization, personal communication, March 15, 2018)

Additionally, another staff explained how the leader of L organization works:

My leader always uses Facebook to post updates of operations, so I can always see his activities and know all the events that the organization is currently holding or will be holding. Not only using Facebook as an internal communication, but also using it as an operational tool to post pictures of the activities of the organization, live broadcasting to persuade people to get to know the organization, to update news and events of the organization so that they can participate. The reason behind this is that we have many branches, so we have activities from both headquarters and regional branches. Each branch also needs to have a good relationship with the community, and be able to know well about their responsibility to the community through the activities of the organization, such as holding Songkran festival and volleyball championships. (The Staff of L organization, personal communication, March 29, 2018)

4.1.2 Leadership at M Organization

4.1.2.1 Initiating Structural Leadership Behavior

M organization is a medium-sized organization with more than 30 staff. The organizational structure has been defined clearly according to the regulations pertaining to associations. There are clear indicators for each project, so the staff needs to be able to use them to achieve the organization's goals. The leader of M organization explained their operations this way:

We have clear operational indicators and explicit goals. However, practically speaking we are quite flexible. That is to say, we always talk to each other, but we have to separate clearly between personal matters and business. When we are working, we mainly talk about work. We tend to talk about personal matters when there are no work-related duties, so that we can have our operation in control and be able to take care of our staff at the same time. (The leader of the M organization, personal communication, July 11, 2016)

M organization's leader mentioned how he has devoted much attention to his work.

Although we are the leaders, we have to actually work with them to see and be able to understand any problems. The leader's job is not about ordering. Specifically, the number of people of sexual diversity in the area of our responsibility is among the highest in the country, and there are many tourists also, since it is a famous place for tourism. Consequently, it is often a part of our operation that we may have to deal with tourists and local government officers. I, as a leader, eventually have to sometimes enter the field to solve problems. Especially if our targeted people of sexual diversity have been mistreated, we will help them fight no matter what if our people have done no wrong. On the other hand, if our people actually did do something wrong, we will definitely not fight against justice, and we will not intervene with the prosecution. (The leader of the M organization, personal communication, July 11, 2016)

4.1.2.2 Consideration of Leadership Behaviors

The operational guidelines of M organization are quite flexible and the implementation of regulations is not so strict. The organization's management thinks highly of the staff, to make sure that they are happy in their jobs. Hence, the leader has a key important role to keep the staff happy. The leader of M organization explained it like this, "We, as the leaders, have to attach great importance to each person we are working with. We have to pay attention to them, understand them, help them when they are in trouble, and make them aware that they are important people in the organization." (The leader of the M organization, personal communication, July 11, 2016)

The leader of M organization showed her work concept by mentioning her work principles, "We work with people of sexual diversity, so we have to be able to accept the differences of people. The more the number of people we have to deal with, the more needs and more problems that tend to occur. We have to always understand those differences. Also, we always have to be aware that we do not work only for ourselves, but also for the sake of those people who are no different from us. If we can think like this, we will have the will and energy to work." (The leader of the M organization, personal communication, July 11, 2016)

The research found that understanding in the staff makes the leader capable of seeing the different abilities of each staff. Then the leader can utilize those particular abilities to determine a suitable job for them. The M leader went on, "I am an expert at talking, communicating, and being able to see the whole picture of the organization. However, I am not skilled in prudent jobs like general affairs or accounting, so I will hand those jobs over to other staff who are reliable and excellent at it. This delegation of work helps create more completion of work." (The leader of the M organization, personal communication, July 11, 2016)

One of the staff added this;

Our organization is like a big family. We are like brothers and sisters, just like the name of our organization. We want to be brothers or sisters for our sexually diverse clients who come to use our service or ask for advice.

Therefore, the leader always wants to take care of the organization and everyone in the organization the same way a family would do. This principle is considered a good start before we can take care of someone else with sexual diversity like us. (The Staff of M organization, personal communication, March 29, 2018)

4.1.2.3 Democratic Leadership Behaviors

In the operational process of M organization, the leader makes decisions based on mutual agreement, with no coercion. However, the organization is one which implements all policies in order to create the same standard.

Due to the fact that they more than 30 staff, which is not that much, the leader is able to support the staff personally. The leader of M organization explained his approach in helping the staff who experience problems from their operation like this, “Since our organization is not too big, it is not difficult to approach the staff in each area of responsibility. However, if problems occur at the same time, the staff may have to come up with the solution themselves to cope with that particular unexpected situation first. Except for that, there is the problem of not having the authority to make decisions, or it’s beyond their capabilities, then we will solve it together.” (The leader of the M organization, Interview, July 11, 2016) Apparently, the organization focuses more on solution making than looking for someone to blame, or someone to take responsibility.

4.1.2.4 Autocratic Leadership Behaviors

Because of the nature of nonprofit organizations for sexual diversity groups, they have a compromising operational approach, with operations that emphasize producing compromise, with understanding and harmony among all the staff. Hence, the M leader does not show any autocratic leadership behavior.

4.1.2.5 Laissez-faire Leadership Behaviors

The organization determines the areas of responsibility and operational timeline of the staff at M organization. When the staff has assignments assigned, they tend to be dedicated to their assignment. The leader of M organization mentioned how the staff works at their jobs, “When they have been assigned work, mostly I do not need to stimulate or check them much because they are responsible. If there are urgent assignments or there is the need for critical information, we will send each other a

message or call on alternative channels instead of setting up too many conferences.”
(The leader of the M organization, personal communication, July 11, 2016)

4.1.2.6 Transformational Leadership Behaviors

The leader of M organization is a determined person with previous experience working with people of sexual diversity from another organization. The leader of M organization explained her inspiration.

As a sexually diverse being, I can feel how I have been discriminated against. This can be seen in the case of Krathoey, they have been stigmatized so that they can only work as makeup artists, cosmetic sellers, and prostitutes only because they have the look of a female while they were born as a male. Therefore, I consider it essential to work for people of sexual diversity so that they can have an opportunity to stand tall in society. Equally important, I want to be able to raise awareness for my Kratheoy friends about their potential, their rights, and their healthcare. (The leader of the M organization, personal communication, July 11, 2016)

This statement reflects on the leader’s work ideology, and she has conveyed this ideology to her staff by being a role model who devotes herself to society. This ideology becomes the vision and the goal of the organization that everyone in the organization agrees to cooperate on. Since the staff in the organization are Krathoey who understand their Krathoey friends, the staff have been accepted and entrusted to work for them. This acceptance and trust makes the staff understand more about their responsibilities. It encourages them to have a positive attitude toward work and to feel a bond with the job and the objective to do things for the greater good.

Apart from that, the leader emphasizes the importance of understanding the differences of each staff member in the organization. The leader of M organization referred to that,

We are trying to understand the strong points, positive side, and limitations of each staff. We believe that it will help develop a good working environment. For example, the leader may excel in strategic planning and have a better look

at the organizational overview, but be less skilled at prudent jobs which can be delegated to other staff to handle, such as government rules and regulations according to laws that the organization has to comply with. (The leader of the M organization, personal communication, July 11, 2016)

In the aspect of initiation, the leader gives the staff the opportunity to learn and convey new up-to-date knowledge, especially knowledge related to trans women regarding healthcare, Prep medicine that has reduced the possibility of HIV infection by up to 92%, hormone testing, and the use of hormone replacement therapy.

4.1.3 Leadership of S organization

4.1.3.1 Initiating Structural Leadership Behaviors

For the operation of S organization, the organization focuses on accomplishments without sticking to the rules. However, no one should mix his/her personal matters into the operation to avoid any problems with each other. The leader explained, “Our organization is so small, with less than 10 staff. If we only stuck to the rules, the operation would be difficult. We do not have many people so the operation needs a little bit of flexibility, but the goals still need to be achieved.” (The leader of the S organization, personal communication, July 7, 2016)

4.1.3.2 Consideration of Leadership Behaviors

The leader pays much attention to the relationship of people in the organization. If he only aimed for the organization’s objectives but the staff were not happy or felt bad, the leader would feel uncomfortable. The organization definitely does not do that. The organization can only go forward when the staff is satisfied working with the organization. This makes the staff stay longer because the organization considers them as essential people. The leader is not someone who is more important than any other.

The leader of S organization explained,

We always think about our people first. We help each other all the time. Whenever a problem occurs, we brainstorm and fix it. The more problems

there are, the more we understand each other because we consider it an opportunity to collaborate and understand each other. It is challenging how we can pass through each problem. (The leader of the S organization, personal communication, July 11, 2016)

The data from this interview reflects the optimistic attitude of the leader, who is always looking for opportunities, even while enduring with obstacles.

Statements from the staff at S organization revealed more, “Our organization does not have a lot of people, it is operating and formed by a group of people who wants to work for the sexual diversity society, especially about rights. So we are working as friends more than as a leader-follower relationship. One of the activities we do to develop our relationship within the organization is the open-up activity. This activity was created to understand each other, to accept each other, and to have a self-review.” (The Staff of the S organization, personal communication, July 11, 2016)

4.1.3.3 Democratic Leadership Behaviors

S organization attaches much attention to a democratic operational approach. The leader of S organization always consults with fellow staff or casts a ballot on most of the issues. The group’s agreement or majority vote will be considered as the operational guideline. However, the opinions of the minority are also essential. The leader said, “Whenever we are casting a vote, everyone is equal. The majority vote is our mutual approach to choosing the operational guideline or the performance guideline. If anyone thinks differently, one can explain his/her reason for choosing things differently. We consider that every opinion is crucial. Although I am the leader, I do not have absolute authority to make every decision. If the majority thinks differently, I have to accept that. For example, if there is a budget given for us to create a certain project, I have to come and talk to everyone as to whether to accept this project, whether we have enough staff, and whether this project will benefit our organization and our target group. To be able to do this, our organization has an advantage over others because we do not have many people, so we can literally listen to every single person.” (The leader of the S organization, personal communication, April 2, 2018)

The organization gives the opportunity for the staff to be able to choose their colleagues and their operational procedures. For instance, if the organization has to cooperate with an external network or staff from outside the organization, the staff in the organization has to agree on it. Especially with the one who has the leading role in contacting those from outside, who will ask for his/her consent, along with the reason. This is because if mistakes occur, everyone will need to help each other in finding a solution. This collaboration from every staff is essential in the organization's operation. If the job is accomplished, it is considered the work of everyone.

4.1.3.4 Autocratic Leadership Behaviors

The leader of S organization has never managed the organization using autocratic leadership behavior. Due to the small number of staff and democratic operational approach emphasis, the operational guideline is not controlled by one leader. Additionally, the organization never uses violent force to deal with the staff in the organization.

4.1.3.5 Laissez-Faire Leadership Behaviors

The operational approach of S organization is one of flexibility. The leader gives freedom to the staff to operate their assignments with their own approach and their own timeline, because each staff member is the best person to understand their job and their responsibilities, and it is believed that the staff is capable of accomplishing their jobs. The leader mentioned this freedom, "In normal circumstances, each project will be assigned to the head of the team, called the head of the project. This head of the project is authorized to be able to manage everything in the project. The head of the project knows best about the project and his/her responsibility. The head of the project has the authority to assign any job to anyone on the team. However, if the head of the project ever has a doubt or needs to consult, he/she can send a text message or call the leader, who takes responsibility for the overall management. There will be a meeting set up from time to time, such as meetings for project preparation, or meetings to summarize the work". (The leader of the S organization, personal communication, July 11, 2016)

Additionally, the staff in S organization added that the freedom given allows the staff to choose their colleagues freely, determine the operational approach freely, and be able to manage any project or activity on their own.

4.1.3.6 Transformational Leadership Behaviors

The leader of S organization is part of the establishment of the organization, so the vision, mission and objectives of the organization have been conveyed from the philosophy of the leader. Moreover, some of the staff in the organization has been with the organization since it was just a group of people working for people of sexual diversity until it eventually became an organization. This fact makes all the communication processes in the organization go in the same direction, under the same philosophy of devoting themselves to people of sexual diversity. The leader has had a philosophy of working for sexual diversity groups since the beginning, with a passion for claiming their equality in society, claiming their space in society, and for better living without discrimination, exclusion, or disapproval from family, community, or the nation. As the leader's philosophy has been conveyed into the vision and objective of the organization and the leader is a good role model, the staff recognizes, follows, and trusts the leader.

The leader has passed this positive energy on to the operation by creating a good concept of working with other people, working for collective society willingly, and understanding the needs of people within the organization. Being able to understand the needs of the people in the organization, he can lead with the ability to respond to their needs correctly, or even be able to increase the level of their fundamental needs and lead to a good environment in the organization so that everyone can live and work happily. If the staff is happy and feels a bond with the organization and organizational objectives, they can work toward their own goals in aligning with the goals of the organization and will better be able to accomplish those goals.

S organization supports the staff in learning new things and new technology regarding self-improvement. For example, the staff can learn how to create media for the campaign of rights and equality, regardless if it's in the form of digital media, online media or print media, the research concerning the rights of sexual diversity groups and the promotion of supporting policies for the equality of

people of sexual diversity is strategic training so that the staff can learn new knowledge and develop new skills.

4.1.4 A Comparison of the Summarization of Leadership in Nonprofit Organizations for Sexual Diversity Groups by the Size of the Organization (Large-Medium-Small)

According to the qualitative data mentioned above, the data of nonprofit organizational leadership is categorized by the size of the organization. This comparison aims to explain which style of leadership the leader of each organization has, and how different it is compared with each other. This has been done by summing up the points of each question and calculating it as a percentage to be able to see the differences clearly, as shown in Table 4.1.

Table 4.1 A Comparison of Leadership in the Leaders from all Three Nonprofit Organizations

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
1) Initiating Structural Leadership Behavior	1) The leader aims to achieve the goal as being essential.	✓	✓	✓
	2) The leader focuses on implementing the power, rules, policies, and chain of command from top to bottom.	✓		
	3) The leader is the one making all decisions.			
	4) The leader uses power over subordinates and strictly punishes them.			
	5) The leader focuses more on the job than the relationship with the staff in the organization.			
	6) The leader does not allow people to let their personal life impact their work.	✓	✓	✓

Table 4.1 (Continued)

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
	7) The leader focuses on having the staff pay attention to their own assigned work more than other business.	✓		
	8) The leader places more value on the staff who are able to finish their job accordingly to the plan.	✓	✓	
	Total (100 percent)	63	38	25
2) Consideration Leadership Behaviors	1) The leader tries best to meet the satisfaction of the staff.		✓	✓
	2) The leader tries to avoid problems or conflicts that may occur during work.			
	3) The leader focuses more on building and maintaining a relationship with the staff in the organization than on achieving organizational goals			✓
	4) The leader is optimistic.	✓	✓	✓
	5) The leader helps and encourages the staff when they are facing a problem.	✓	✓	✓
	6) The leader is concerned about people's attention and emotions.	✓	✓	✓
	7) The leader praises the staff so that they feel recognized and important to the leader.	✓	✓	✓
	Total (100 percent)	57	71	86

Table 4.1 (Continued)

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
3) Democratic Leadership Behaviors	1) The leader makes critical decisions by having the staff cast their vote along with the leader.			✓
	(1) Consultation has been processed before developing or implementing any policies.			
	(2) Consultation has been processed before launching any events and projects, with options provided by the leader.			✓
	2) The leader always lets the staff choose their colleagues and allows them to distribute their work freely as long as they agree upon the division.		✓	✓
	3) The leader avoids giving reprimands or compliments to one person specifically.	✓	✓	✓
	4) The leader lets the staff solve their problems by themselves under the supervision of the leader.	✓	✓	✓
	Total (100 percent)		40	60
4) Autocratic Leadership Behaviors	1) The leader makes clear to everyone about punishment if the person fails to meet the standard or makes any mistake.	✓		
	2) The leader looks for errors, to learn the cause of it, who made it, and when it happened.			
	3) The leader will intervene when a problem occurs and tries solving it immediately.			
	4) The leader tends to react violently and immediately when a mistake happens.			
	Total (100 percent)		25	0

Table 4.1 (Continued)

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
5) Laissez-faire Leadership Behaviors	1) The leader believes that people will do their best to finish the job that has been assigned to them.		✓	✓
	2) The leader believes that since the staff is more knowledgeable in what they are doing, the leader should let them make any decision involving their job.	✓		✓
	3) The leader gives any assignment via e-mail, calls, message, and other channels in the hope that they will finish those assignments accordingly without having to call a meeting.		✓	✓
	4) The leader barely talks to the staff in the hope that everyone knows what he/she is doing in order to achieve organizational goals.			✓
	5) The leader lets the staffs set up a plan by themselves regarding what to work with, how, and when.			✓
	6) The leader allows the staff to determine their duties and responsibilities by themselves.			
	Total (100 percent)	17	33	83
6) Transformational Leadership Behaviors	1) The leader as an ideal influencer			
	(1) The leader is an excellent example for the staff, and the staff recognizes that behavior.	✓	✓	✓

Table 4.1 (Continued)

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
	(2) The leader's behavior shows a high moral standard that the staff accepts and it trusts the leader.	✓	✓	✓
	(3) The leader makes the staff understand clearly and accordingly follow the vision, goal, and mission of the organization.	✓	✓	✓
	2) The leader as an inspiration			
	(1) The leader motivates the staff to see the importance of their roles and duties correctly, and feel challenged at work.	✓	✓	
	(2) The leader helps the staff create a positive attitude toward their job.	✓	✓	✓
	(3) The leader communicates clearly so the staff can vividly see their success in the future.	✓	✓	
	(4) The leader can boost staff confidence so that they achieve the work's goals.	✓	✓	
	(5) The leader can make the staff ignore their own interests and willingly devote themselves to the public interest.	✓	✓	✓
	(6) The leader is able to align the staff's affection with organizational goals.	✓	✓	✓
	3) The leader as an intellectual stimulator.			
	(1) The leader stimulates the staff's creativity at work.			✓

Leadership	Leadership Indicators	Nonprofit Organization for Sexual Diversity Groups		
		L	M	S
	(2) The leader supports the staff in using innovation at work.	✓	✓	✓
	(3) The leader encourages the staff to learn to solve problems with creativity.			✓
	(4) The leader supports the staff to learn to analyze things and to have systematic thinking.	✓		
	(5) The leader supports the staff to prevent problems before they happen, rather than focusing only on problem-solving.	✓		
	4) The leader takes individualism into account.			
	(1) The leader understands the differences between individual staff in the organization, both the differences in their needs and their capabilities.	✓	✓	✓
	(2) The leader is equally concerned with each staff's welfare and personal development.			✓
	(3) The leader promotes a positive working environment.	✓	✓	✓
	(4) The leader cares and responds to each person's needs, and is able to develop their higher-order needs.			✓
	(5) The leader allows the staff to use their talents and lets them learn new challenging things.		✓	✓
	Total (100 percent)	74	68	74

Table 4.1 is a summary table representing the leadership of the leader of nonprofit organizations for sexual diversity groups. Each leadership behavior has been calculated as a percentage in order to compare each leadership behavior between each leader in each nonprofit organization for sexual diversity groups.

L organization had a percentage of Initiating Structural Leadership Behavior at 63%, which was more than M organization, at 38%, and S organization at 25%.

In the category Consideration of Leadership Behaviors, S organization had 86%, which was more than L organization and M organization, which had 51% and 71%, respectively.

For Democratic Leadership Behaviors, S organization had the most, an outstanding percentage of 100%. Secondly, M organization had 60%, and L organization had 40%.

For Autocratic Leadership Behaviors, neither M organization nor S organization showed this type of behavior. Only L organization had this behavior, at 25%.

S organization had the highest rate of Laissez-faire Leadership Behavior, at 83%, while M organization had 33%, and L organization had 17%.

Last but not least, L organization and S organization tended to show a high rate of Transformational Leadership Behavior, which was 74% for both organizations. M organization registered a slightly different rate at 68%.

Table 4.2 A Summarization of Comparisons Among Three Nonprofit Organizations' Leadership

Leadership Behaviors	Nonprofit Organizations For Sexual Diversity Groups		
	L	M	S
1) Initiating Structural Leadership Behavior	63	38	25
2) Consideration Leadership Behaviors	57	71	86
3) Democratic Leadership Behaviors	40	60	100
4) Autocratic Leadership Behaviors	25	0	0
5) Laissez-faire Leadership Behaviors	17	33	83
6) Transformational Leadership Behaviors	74	68	74

In conclusion, according to Table 4.2, considering the highest percentage for each organization, the results revealed that the leader of L organization was the leader with the most Transformational Leadership Behavior. Subsequently, the behavior of the leader of M organization could be defined as Consideration Leadership Behavior. Lastly, the leader of S organization was the leader with the most Democratic Leadership Behavior.

4.2 The Study Results of Organizational Effectiveness

This study of the organizational effectiveness of three nonprofit organizations used a qualitative method by interviewing the administrators, the staff in each organization, and clients of the organization. Then the data was segregated, organized, analyzed, and logically interpreted in order to retrieve a reliable result to answer the objectives of the research. This part of the study result presents an answer for the second research objective, which is the effectiveness of nonprofit organizations for sexual diversity groups categorized by different sizes of the organization, namely a large-sized organization, a medium-sized organization, and a small-sized organization. The results of the research are as follows:

4.2.1 The Effectiveness of L Organization

4.2.1.1 The Stability of the Organization

L organization is a large-sized organization with a long history of operation. It started from an informal gathering of people working for society and people of sexual diversity in 1999. In 2003, the organization registered legally. The organizational structure became more organized to be in consensus with registration regulations, and roles and positions were adjusted in the organization. For example, it formed a board for the association and appointed a board of directors for association management and other departmental designations to take responsibility for other duties.

Once the organization grew more stability, other regional centers were established in each region, for a total of 10 branches: Bangkok as the headquarters, SamutPrakarn, Pathumtani, Nonthaburi, Chonburi, Ubon Rachchatani, Songkla,

Ayuthaya, NakornPathom, and Nakorn Sawan. The organizational structure is now much bigger than it was in the past and decentralization to many regions supports its capability of approaching its local target groups. For instance, the Songkla branch is located in the southern part of Thailand where there are many Muslims. Consequently, the target group of people with sexual diversity is entirely different from the other regions and also has many unique problems. These problems can be in the form of religious beliefs and resistance from the locals. Therefore, to be able to approach the target group as much as possible, the staff needs to have an in-depth understanding of the environment where the target group is residing.

The interview with the leader of L organization uncovered this, “The organization has adjusted its structure in many parts because we have been opening branches in many regions. In the meantime, we closed some branches as well, namely, Lanna branch. Because this branch grew much bigger, the administrator of that branch decided to establish his own organization to work for people of sexual diversity in the northern part of Thailand. The reason that we have to expand into many branches is that we want to cover more area and approach more people who are our target group, and to increase the effectiveness of our operation. This is necessary to do since the number of HIV infections among people with sexual diversity is now increasing. “Hence, the current aim of our operation is to be able to approach one of our essential target groups, which is the HIV infected group, so that people with HIV infection can know the result of their blood test as soon as possible. Then they will know how to take care of themselves and be able to stop the possibility of infecting others. This role has changed from the past. Our main target group is no longer non-HIV infected people. To successfully approach the HIV-infected target group, we have to expand the area so that we can reach the locals and enable the locals to reach us even more. Besides, we have to add more variety of channels so that we can reach them much quicker, and much more effectively.”

In brief, the organization needs a high degree of adaptation to fit the consistently changing social situation nowadays. The organization has to expand the organizational structure, adjust its operation using SO strategy, and maximize the use of all resources.

4.2.1.2 Organizational Success

L organization is an organization that aims to work for people of sexual diversity. They have devoted themselves to the community for a long time and that makes them experienced and knowledgeable in terms of sexually diverse people. With this experiences and knowledge they can convey adequate and accurate knowledge to people of sexual diversity through the services and the activities of the organization.

One of the administrators stated that, “Our organization always holds activities to promote how to take care of ourselves in general, how to have safe sex, and how to take care of ourselves before and after being HIV tested, both for youth and adults of sexual diversity. This includes both activities held in the organization and activities out in the field where many of our target groups are gathered. Additionally, there is the use of social media to provide knowledge, leadership skill improvement events for staff and volunteers so that they have much more potential to take effective care of our target group, and events which are interesting to people of sexual diversity such as contests and Buddhism practices. These activities are provided so that people of sexual diversity can attend in order to gain more knowledge and be able to use our other services from the organization.” (The leader of the L organization, personal communication, April 10, 2018)

The mutual goals of creating these activities are to protect and prevent people of sexual diversity from all possible social problems and risks, either as the problem creators or as the victims.

L organization’s performance reflects the organizational vision thus: “L organization is a leading organization with a strong network in operation, working to support sustainability and improve the quality of life of sexual diversity groups. Moreover, the vision is to create a good understanding of sexual diversity, nationally and universally.” (The leader of the L organization, personal communication, April 10, 2018)

The success of L organization is reflected in the client data from those who come for the services and activities held by the organization. One of the key informants mentioned this:

I came from my province to study for a bachelor degree in a university in Bangkok for 3 years now. I am gay, who likes nightclubbing in night

entertainment for gay people. I knew of L organization because there was staff of the organization holding an activity in the area of the nightclub. One day I engaged in some HIV risk behavior and I did not know where to go to get HIV tested. Then, I recognized the staff and I started searching for some information. Finally, I found out that the organization was not far from where I lived, so I went to have my blood tested and luckily it was negative. After that, I have taken care of myself more carefully. However, I have never participated in any other activities of this organization. (The client of the L organization, personal communication, May 22, 2018)

Key informants B, who is a high school student in Pathumthani province, revealed how he knows of this organization via their Facebook channel.

The organization held an activity camp for free, so I decided to apply for it. Firstly, I did not know what this camp was all about, but once I attended I think I had more knowledge and more understanding of many things. I have more understanding of myself, others, and the organization. I have gained many things, like HIV knowledge, AIDS disease, my rights, my equality, and self-importance as being one of the people of sexual diversity. Besides, I made a lot of friends who were attendees like me. Some of the older attendees have become volunteers in the organization. However, I am not a volunteer because I have to study. (The client of the L organization, personal communication, May 26, 2018)

Key informant C, who is an employee in one company in Bangkok, said this, “I have known of the company for a long time from my sexually diverse friends like me. I came here with them to have my blood tested and my hormone level tested. I chose to come here because this place is private, away from prying eyes, and people here are similar to me, both the staff and clients. The process of this organization makes me feel that I am a normal person. So I feel more comfortable coming here than to other hospitals or some specific clinic.” (The client of the L organization, personal communication, May 15, 2018)

Key informant D, who is a college student in Songkla, expressed this, “I am Muslim and have lived all my life in the Muslim community. No one knows that I am sexually diverse because I am afraid to reveal it. I am afraid of being excluded and disapproved of by my family and my community. I knew about this organization because I was surfing on the internet and I followed the contents on social media. One day, I had a chance to participate in an activity held by the organization, it was good chitchat and after that I had more understanding of many things. The meeting was held at another place outside the organization, the staff was doing their fieldwork. They sent us and the others an appointment so that we could join the activity together. I think this is good for those people who are not ready to reveal their true self, so that they can join in an activity in a way that looks normal in the view of other people. From joining that activity I now understand much more about myself and my rights. I had a chance to talk to someone who understands who I really am, and that makes me feel happier about my life than I used to.” (The client of the L organization, personal communication, May 6, 2018)

The information retrieved from key informants showed that the organization is capable of providing services according to all 5 of the organization’s missions, which are 1) To cover more area for monitoring, to be able to reach the key population to provide consultation and HIV testing services, and to make sure that people with HIV infections can receive HIV antiviral medications. 2) To promote knowledge, positive attitude, lessen risk behavior, access overall healthcare (physical, mental, social, intelligence) and accessibility to standard health/public health services, plus the mutual feeling of social responsibility by relevant people at every level. 3) To promote and support the protection mechanism of human rights and laws relevant to the key informants. To create a positive attitude and promote social equality without stigmatization and discrimination based on respecting human rights. 4) To promote self-esteem, self-pride and self-value which lead to self-security and people’s needs to have accessibility to a fair social welfare system and government services. 5) To improve and strengthen the organizational management system, focusing on participation and up-to-date, transparent governance.

4.2.1.3 Learning and Growth in the Organization

L organization has grown consistently. The important thing for the organization in this period is to build the strength and advancement of the organization by having skilled staff whose ability suits the job. Therefore, the organization has held events to improve knowledge, skills, and the potential of the staff in the organization. The leader of L organization put it this way, “The organization will hold activities to improve the working skills and life skills of our staff. All year long we tend to focus on developing a positive attitude, building healthy relationships between the staff, and creating satisfaction among the staff. For example, skill improvement projects to provide consultation and to approach the target group, New Year events and paying gratitude to elders activities at Songkran events. These events and activities gather the staff from many branches to help prepare for the event. This allows them to get to know each other, and creates a chance to meet with the organizational committee and elders in order to build good relationships within the organization.” (The leader of the L organization, personal communication, April 10, 2018)

Not only improving their potential and attitude, these activities also affect the growth of the organization as having competent staff that is mentally ready to work for the organization and have a mutual goal with the organization. However, since the organization is large and there is a lot of staff, it is difficult to respond to individual needs. Moreover, the job characteristics or the operation of the nonprofit organization for sexual diversity groups may not be what some people are looking for. Consequently, some staff may have to resign for another job that they feel fits better, such as a private company or self-employed business.

4.2.2 The Effectiveness of M Organization

4.2.2.1 The Stability of the Organization

M organization has been working for people of sexual diversity since 2004 when the organization was not yet registered. In 2014 the organization changed its structure for the stability of an organization once it had been legally registered. The leader explained the registration this way, “We had been working as a gathering group for so long. After the time passed by, and everything was changing, we considered that the stability of an organization could make the organization more reliable in the

view of people in the society, including the government sector and funders. Therefore if we registered legally, our existence could be much more obvious.” (The leader of the M organization, personal communication, July 11, 2016)

Since the organizational structure needed to change its formality, the more explicit roles and positions were designated in alignment with that situation. One of the situations needed to be concerned with was the increasing rate of HIV outbreaks among people of sexual diversity, especially trans women, who are the essential target group of the organization. The leader talked about this operational change, “The organization needs to use more SO strategy. We have to create an area where the trans women gather, and go to our fieldwork to work with trans women and relevant people such as government officers, the staff of night entertainment, and the staff of tourist attractions, pubs, nightclubs, and restaurants. We focused on these places because the main area of our organization’s operation is in the tourist city.” (The leader of the M organization, personal communication, July 11, 2016)

As well, the organization needs to improve its operation by effectively maximizing the use of its resources. For instance, M organization moved its office from a small office in the center of a tourism area with expensive rent to somewhere nearby but with much smaller rental fees and a larger space than the one in the center of the city. The capacity in the new office is available now for many more people from the target group, and it is private, so the clients can comfortably come and use the services.

4.2.2.2 Organizational Success

M organization has been working with sexual diversity groups for a long time. The organization has provided necessary knowledge to trans women on basic rights, trans woman life knowledge, and healthcare knowledge. The services are provided with care and friendliness, like everyone belongs to the family. The leader explained the services provided for the target group, “Usually we, as trans women or so-called Krathoey, are very close to each other. We treat each other like mother and daughter, or sister-like, so the organization’s environment is warm. The service provided is family-like, everyone is close to each other between the organization and the target group.” (The leader of the M organization, personal communication, July 11, 2016)

In addition, the organization holds activities to engage people of sexual diversity into the organization. Some of the activities which are held every year are annual paying of respect to Buddha events, hormone medication intake consultations, sexual reassignment surgery consultation, HIV testing, HIV infection treatments and care, and providing of Prep medications under the 'PrEP Princess' project. These activities are held for the purpose of wanting the target group to have the potential of living their life, protecting them from discrimination and bullying, and encouraging them to endure a lack of understanding from people in society. Moreover, there are activities to promote how to be a good trans women without creating any problems for the community and society, especially to tourists, which could affect the tourism cities in Thailand.

In 2017, M organization won the 1st Ardhanarishvara Award by the Rainbow Sky Association of Thailand in cooperation with the Armed Forces Research Institute of Medical Science (AFRIMS), National Human Rights Commission of Thailand, Department of Women's and Family Development, Ministry of Social Development and Human Security, and Rights and Liberties Protection Department under the Ministry of Justice. The award is given to honor an individual or organization which supports the work of people with sexual diversity without bias and discrimination. It took place in the Auditorium room, 5th floor, Bangkok Art and Culture Center on the 12th of December, 2017. M organization won the award as a role model organization which provides friendly services and promotes quality of life to Kratheoy or trans women regarding their physical health, mental health, society, and spirit of transgender within humanity principles (PrachaThai, 2017)

According to information from a key performer who had participated in the activity and has used the services provided by the organization, it showed the organization's performance. Client E is a trans woman who came from one province in the northeastern region to work in this tourist area many years ago. She stated that she knew this organization from friends who were working there. The friends encouraged her to use the services provided by the organization, which often include blood testing services, condom providing services, and lubrication gel providing services. She has not participated in any other activities yet, but she feels good about the service because it feels like home and is private. Long ago this organization was located near tourist attractions but it has now moved its organizational office to a

residential area where it is not very crowded. (The client of the M organization, personal communication, June 2, 2018)

Client F is another nonlocal trans woman who came to work in this area. Client F revealed her experience of using the services provided by this organization when friends at her current job suggested it. She works at night, so most of her lifestyle is at night. She sleeps during the day, so she usually goes to use the services around 16.00-17.00 because she is comfortable only during that period. Sometimes it is not always about using the services, she just goes to socialize with the staff, whom she considers as friends. The services she usually uses are the blood testing service and the consultation service on trans woman rights for both work life and social life in the area. She also used to participate in the 'make merit at 9 temples trip', an activity held by the organization. She has met many trans women from the same area and are still friends now. She considers that these activities have allowed her and her trans women friends to be able to share things and unite." (The client of the M organization, personal communication, June 3, 2018)

4.2.2.3 Learning and Growth in the Organization

The good environment created toward the target group also affects the good environment within the organization. In other words, the staff tends to have a good relationship with the target group. This relationship creates a positive attitude and satisfaction from the feeling that they are capable of working for a target group made up of trans women like them. Consequently, there is low staff turnover because the staff feels like this job values them and others. This good relationship did not come only from the culture of the organization itself, but also from the activities held to create a bond within the organization. Evidently, the organization has consecutively held 'make merit 9 temples' trips for 10 years now. The trip is an activity which can mentally help both the staff and the target group. The staff and the target group can spend time together. There are always about 100 people participating in each trip.

Equally important to the creation of a positive attitude is the satisfaction of a good adequate working environment. The administrator talked about promoting the program to improve the knowledge and skills of the staff, both knowledge about rights and technology due to human rights advances and technology advances in

Thailand such as hormone treatment, sexual reassignment surgery, HIV protection, and HIV testing.

4.2.3 The Effectiveness of S Organization

4.2.3.1 The Stability of the Organization

The leader of S organization has worked with the organization since the beginning of the formation of the organization. It was a group of KraTheoy gathered to create a movement for policy changes for trans women interests so that they would be treated fairly in society. Since S organization is a small-sized organization, the organization needs legal registration in order to secure the stability of an organization. The leader of S organization talked about the time the organization requested for registration, “Our organization had been trying to register for many years, but we experienced a problem because we have the word ‘KraTheoy’ as part of the name of the organization. The authorities did not authorize us because that word was considered impolite and a negative word for Thai society, it was not appropriate to name it as part of the name of the organization. However, we fought until we won and now we can use the word ‘KraTheoy’ as part of our name. This is because our true passion and determination is to create an organization for ‘KraTheoy’ so that ‘KraTheoy’ can indeed be protected for their human rights.” (The leader of the S organization, personal communication, June 16, 2016)

After the legislation was registered, S organization adjusted its formality to an organizational structure. The organization has adjusted itself in alignment with Thailand’s situation, which focuses more on human rights and sexual diversity concepts. The organization encourages an SO policy strategy to claim laws which treat them, especially KraTheoy, fairly and more advantageously.

4.2.3.2 Organizational Success

The objective of the organization has changed, from supporting transgendered people in Thailand to have a better quality of life in every aspect, to supporting the quality of life of transgendered people in general. The organization uses a method of creating a body of knowledge and conveying the benefit of that knowledge to sexual diversity groups so that they can be protected and prevent any unfair actions or discrimination from society.

The leader of S organization talked about the organization's performance, "Our organization cooperates with our alliance organizations to drive for a change of the word 'permanent mental disorder' identified in military drafts; Conscription of Registered Personal to be Conscript (Recruitment SorDor 43), SorDor 5 For Those Classified As Type 4, and Military Reserve Letter (SorDor 9). The word has violated human rights and had a massive impact on an individual's status, causing them to be disqualified from work for the government and some private companies. Thus, we appealed to the national courts to edit the word into 'gender identity disorder.' I think the success that resulted benefits all transgenders nationwide. Up until now our organization still goes out on fieldwork to observe the situation of Military conscription every year and take care of and help our trans woman sisters." (The leader of the S organization, personal communication, June 16, 2016)

Client G, a trans woman key informant, stated that she has never used the services provided by S organization, but she benefits from the actions of S organization. She heard about the change of the word 'permanent mental disorder' to 'gender identity disorder' before she had to conscript for the military, so now she and her trans woman friends all benefit from this change driven by S organization. (The client of the M organization, personal communication, June 30, 2018)

S organization emphasizes building a body of knowledge through researching and publishing the research results of people with sexual diversity. For example, the research of Transgender Europe under the subject 'Trans Respect Versus Trans Phobia Project (TVT),' and research on gender recognition advocacy in Thailand.

In addition, the organization has published printed media and social media, such as animation promoting the Gender Equality Act, and the promotion of correct social awareness towards sexual diversity groups by changing the negative portrayals of people with sexual diversity in school textbooks.

However, the job of promoting rights and driving policy is the continuous role of the organization and it takes some time to be able to see vivid results. Creating the right understanding of human rights and equality also depends on external factors, such as social belief and laws which can be obstacles.

The success of S organization is related to the strategic direction of the organization, which is: "All information concerning ways of life and identities, sexual

health and situations regarding human rights of the transgender will be gathered and collated so as to produce a set of knowledge for transgender people in Thailand.”

4.2.3.3 Learning and Growth in the Organization

S organization values the creation of positive attitudes and satisfaction in its operation. Recruitment looks for people with the right attitude that can work with trans women. The leader of S organization explained the recruitment process thus, “The recruitment process focuses on talk, to learn from the applicant’s attitude to see if they can work with trans women. The attitude is what our organization values the most because we can train people in knowledge and ability, but attitude is difficult to change.” (The leader of the S organization, personal communication, 2 April 2018) Once the organization recruits the people who have the right attitude and can work with trans women, then the organization has a staff who is happy to work for the organization. Then a good working environment will have been created and staff turnover is low.

4.2.4 A Comparison of the Summarization of Effectiveness of Nonprofit Organizations for Sexual Diversity Groups by the Size of the Organization (Large-Medium-Small)

According to the qualitative data mentioned above, the data of nonprofit organizational effectiveness is categorized by the size of the organization. This comparison aims to explain how different organizations’ effectiveness compares with each other. This has been done by summing up the points of each question and calculating it as a percentage to be able to see the differences clearly, as showed in Table 4.3.

Table 4.3 A Comparison of Organizational Effectiveness from all three Nonprofit Organizations

Organizational Effectiveness	Organizational Effectiveness Indicators	Nonprofit Organizations for Sexual Diversity Groups		
		L	M	S
1) The Stability of the Organization	1) The organizational structure has been modified to fit the work	✓	✓	✓
	2) The organization has provided the operational roles that appropriately adjust to the situation.	✓	✓	✓
	3) The organization can implement its rules and policies clearly and absolutely.	✓		
	4) The organization focuses on utilizing its resources efficiently and worthily.	✓	✓	
	Total (100 percent)	100	75	50
2) Organizational Success	1) The organization promotes adequate knowledge to the sexual diversity group.	✓	✓	✓
	2) The organization creates a suitable environment for the sexual diversity group.	✓	✓	
	3) The organization provides services accordingly to the sexual diversity group.	✓	✓	✓
	4) The organization develops the sexual diversity group's potential.	✓	✓	

Table 4.3 (Continued)

Organizational Effectiveness	Organizational Effectiveness Indicators	Nonprofit Organizations for Sexual Diversity Groups		
		L	M	S
	5) The organization encourages and supports the sexual diversity group to participate in organizational activities.	✓	✓	
	6) The organization protects and prevents the sexual diversity group from social problems and risky situations.	✓	✓	✓
	Total (100 percent)	100	100	50
3) Organizational learning and growth	1) The organization appropriately develops staff skills and abilities.	✓	✓	
	2) The organization values the staff's attitude and satisfaction toward work.	✓	✓	✓
	3) The organization's staff turnover is low.		✓	✓
	4) The organization provides a positive working environment.	✓	✓	✓
	5) The organization invests in new modern technology to enhance its performance.	✓	✓	
	Total (100 percent)	80	100	60

Table 4.3 is a summary table representing the organization's effectiveness of nonprofit organizations for sexual diversity groups. Each organizational effectiveness indicator has been calculated as a percentage.

L organization had a high rate of organizational effectiveness in the organizational stability aspect, which was 100%. M organization and S organization had a lower percentage, 75% and 50%, respectively.

For organizational effectiveness in an organizational success aspect, L organization, and M organization had the same percentage at 100%. S organization had only 50%.

For organizational effectiveness in an organizational learning and growth aspect, M organization had the highest rate at 100%. Secondly, L organization had 80%. Lastly, S organization had 60%.

Table 4.4 A Summarization of Comparisons of the Effectiveness of the three Nonprofit Organizations

Organizational Effectiveness	Nonprofit Organizations for Sexual Diversity Groups		
	L	M	S
1) Organizational Stability	100	75	50
2) Organizational Success	100	100	50
3) Organizational Learning and Growth	80	100	60
Total	280	275	160

In conclusion, according to Table 4.2a summarization of comparisons of the effectiveness of the three nonprofit organizations considered the highest percentage for each organization. The results revealed that L organization focuses on the organization's effectiveness in an organizational stability aspect and an organizational success aspect. M organization emphasizes the organization's effectiveness in organizational success and organizational learning and growth aspects. Last but not least, S organization values the organization's effectiveness in an organizational learning and growth aspect. However, the most effective organization regarding overall aspects was L organization. Secondly was M organization, and lastly was S organization.

4.3 Comparative Results of the Leadership and Organizational Effectiveness Study

The data from the results of the study of leadership and organizational effectiveness study of three nonprofit organizations for sexual diversity groups was systemized to answer three research questions. Firstly, the leadership of the nonprofit organization for sexual diversity group by the size of the organization; a small-sized organization, a medium-sized organization, and a large-sized organization. The results are as follows:

According to the highest percentage of each leadership behavior type, the study revealed that the leader of the large-sized organization uses transformational leadership behavior, because the large organizations are expanding and growing, also, there are many staffs and sub-divisions in many areas of the country. That is why the leaders cannot access and get close to the staffs. Therefore, the leader's behavior as transformational leadership is the right model. The leader can show appropriate behavior that can be a good role model for the society of sexual diversity, as well as being able to create the influence of ideas for the staffs in organization which makes the staffs have a common organizational goal and ready to perform the duties to achieve the goals. The qualitative data shows that the leaders of organization always emphasize the vision and mission of the organization through various channels such as in special occasion or during the event organized by the organization. The leader is using social media to create a good model of dedicated work for the society of sexual diversity.

The leader of the medium-sized organization uses consideration leadership behavior, because the organization with around 30 staffs is suitable for the leader to understand and be able to access to all members. Giving importance to relationship and the sense of staffs in the organization is important. This is in accordance with the concept of establishing an organization that requires work and providing services like brothers and sisters, helping each other by giving importance to personnel as if they were brothers and sisters in the same family.

The leader of the small-sized organization uses democratic leadership behavior, because the leader can allow everyone to participate in the decision-making

process of various activities in order to find the consensus in carrying out the activities of organization. The results of leadership are as shown in Table 4.5.

Table 4.5 The Size of the Organization and the Leadership Behaviors of the Nonprofit Organizations for Sexual Diversity Groups

Organizational Size	Organizational Leadership Behaviors
Large-Sized Organization	Transformational Leadership Behaviors
Medium-Sized Organization	Consideration Leadership Behaviors
Small-Sized Organization	Democratic Leadership Behaviors

Secondly, according to the highest percentage of organizational effectiveness of each organization, the results discovered that the large-sized organization focuses on the organization's effectiveness in an organizational stability aspect and on organizational success. Because the organization has developed the operation for a long time making the clear organizational structure and management system, clear regulations as well as adjusting in accordance with the environment. This can be seen from the organizational structure change, sub-division expansion to various provinces in order to reach the problems and needs of the sexually diverse group. In addition, the important mission of the organization also covers the care of all gender groups, both in health and rights with a clear goal to measure success.

The medium-sized organization emphasizes the organization's effectiveness in organizational success and in organizational learning and growth aspects. Because medium-sized organization has recently been registered as a non-profit organization, the stability of the organization is unclear. However, the success of the organization is clear due to the organization's mission to care for health and rights of people with gender diversity, especially, transgender man that is the main service group of the organization. From the limited number of staffs in the organization, giving priority to potential development and employees' satisfaction is the key that organization gives full supports and can be prioritized by creating an organizational environment for

employees to work happily as well as able to maintain staffs to stay with the organization for a long time.

Last but not least, S organization values the organization's effectiveness in the organizational learning and growth aspects. Because small-sized organization has recently been registered, the organizational effectiveness in terms of security is still not clear. Also, the small organization has a mission that focuses on the rights of transgender man only which makes the success of the organization become more difficult because it is too specific. This is considered as one of the limitations of non-profit organizations. However, organizational effectiveness in learning and growth of small organizations is higher than other fields which have been caused by paying attention to staffs from the selection process of employees which are suitable and match with the organization's mission, as well as being able to work with staffs in most organizations that are transgender man, enabling staffs to be more satisfied and stay with the organization for a long time. The results of organizational effectiveness are as shown in Table 4.6.

Table 4.6 The Size of the Organization and the Effectiveness of the Nonprofit Organization for Sexual Diversity Groups

Organizational Size	Organizational Effectiveness
Large-Sized Organization	1) Organizational Stability 2) Organizational Success
Medium-Sized Organization	1) Organizational Success 2) Organizational Learning and Growth
Small-Sized Organization	1) Organizational Learning and Growth

Lastly, a comparative result of the leadership and organizational effectiveness study mentioned above explains that the type of leadership behavior affects the organization's effectiveness for nonprofit organizations for sexual diversity groups, categorized by the size of the organization as follows:

	Large-Sized Organization	Medium- Sized Organization	Small-Sized Organization
Leadership Behaviors	Transformational Leadership Behaviors	Consideration Leadership Behaviors	Democratic Leadership Behaviors
Organizational Effectiveness	1) Organizational Stability 2) Organizational Success	1) Organizational Success 2) Organizational Learning and Growth	1) Organizational Learning and Growth

Transformational leadership behavior of the large-sized organization affects organizational effectiveness in the aspects of organizational stability and organizational success. Because transformational leadership gives importance to creating change by doing organizational structure changes, it is necessary to expand the area of care, provide continuous service and conduct new activities that can reach more target groups of the organization. This will enable the organization to achieve more organizational goals as well as enable the organization to adapt under changing circumstances. In addition, bringing new technology to staffs in the organization results in the most cost-effective use of resources and also increases service efficiency. Creating the above change of leader makes the organization effective in terms of stability and success of the organization.

Consideration leadership behavior of the medium-sized organization affects organizational effectiveness in the aspects of organizational success and organizational learning and growth. For consideration leadership, leaders will consider personnel in the organization, giving importance to the feelings of staffs in the workplace and creating a working environment as brothers and sisters in the family. Making employees satisfied with the work and wanting to work with the

organization for a long time as well as being dedicated to working for the organization matter. Also, delivering good service is done in order to keep the customers who use the service and make the customers want to return to use the service repeatedly. This will result in organizational effectiveness in success, high capacity in learning and growth of the organization.

Last but not least, democratic leadership behavior of the small-sized organization affects organizational effectiveness in the aspects of organizational learning and growth. Because leaders with democratic leadership make staffs in the organization participate in decision-making and working process, this makes personnel aware that they are an important part that helps drive the organization. This surely makes the organization become a good working environment and staffs are satisfied with the practices of the organization which result in higher organizational effectiveness in learning and growth than in other areas. However, the effectiveness of learning and organizational growth is considered less than large and medium-sized organizations. Besides, this is due to other factors that affect organizational effectiveness in addition to leadership such as organization size, the goals of the organization which are too unique and difficult to measure etc.

CHAPTER 5

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

The objectives of this research study the effects of leadership on organizational effectiveness: a case study of non-profit organizations regarding sexually-diverse groups in Thailand, are: 1) To study the leadership behavior of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations. 2) To study the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization; small-sized organizations, medium-sized organizations, and large-sized organizations. 3) To study the organizational leadership that affects the organizational effectiveness of nonprofit organizations regarding sexually-diverse groups by the size of the organization.

The research used Qualitative Methodology for explaining the answers to the objectives of the study. All the information in this research has been gathered by two means. Firstly, by performing documentary research from documents, journals, textbooks, and relevant research studies, and secondly by interviewing the administrators, staff and clients of three sexual diversity nonprofit organizations which have been registered with the Ministry of Interior of the Kingdom of Thailand. The research categorized three organizations by their size, those being a large-sized organization (L organization), a medium-sized organization (M organization), and a small-sized organization (S organization).

According to the results of the study in Chapter 4, the results showed the leadership information and organizational effectiveness by the size of the organization. Chapter 5 presents the following information: 5.1 Conclusion of the Study, 5.2 Discussion on the Study Results, 5.3 Limitations of Nonprofit Organizations for Sexual Diversity Groups in Thailand, 5.4 Contributions to Theory, 5.5 Recommendations Based on the Study Results, as follows:

5.1 Conclusion of the Study

5.1.1 Conclusion of the Study on Leadership of Nonprofit Organizations for Sexual Diversity Groups

The study of leadership in nonprofit organizations for sexual diversity groups revealed that the large-sized nonprofit organization, medium-sized nonprofit organization, and small-sized nonprofit organization have different outstanding leadership behaviors. That is to say, L organization, which is a large-sized organization, has a leader with transformational leadership behaviors, initiating structural leadership behavior is secondary.

M organization, which is a medium-sized organization, has a leader with consideration leadership behaviors, democratic leadership behavior is secondary.

Last but not least, S organization, which is a small-sized organization, has a leader with democratic leadership behaviors, consideration leadership behavior is secondary.

5.1.2 Conclusion of the Organizational Effectiveness of Nonprofit Organizations for Sexual Diversity Groups

The study of the organizational effectiveness of nonprofit organizations for sexual diversity groups can be summarized thus: the large-sized nonprofit organization for sexual diversity groups was the most effective organization in overall aspects. Regarding the organizational effectiveness in each aspect, it was discovered that the organizational stability aspect and organizational success aspect were the most outstanding aspects of large-sized organizational effectiveness.

Next, the medium-sized organization had the second most effective organization in overall aspects. Regarding the organizational effectiveness of each aspect, it was revealed that the aspects of organizational success and organizational learning and growth were the most outstanding aspects of medium-sized organizational effectiveness.

Lastly, the small-sized organization had a lower rate of organizational effectiveness than the large-sized organization and medium-sized organization considering overall aspects. Regarding the organizational effectiveness of each aspect,

it was found that the organizational learning and growth aspect of organizational effectiveness was the most outstanding aspect compared with other aspects.

5.2 Discussion on the Study Results

5.2.1 Discussion on the Study Results of the Leadership of Nonprofit Organizations for Sexual Diversity Groups

The study revealed that the different size of nonprofit organizations for sexual diversity groups obviously affects leadership behavior in different aspects. The results correspond with the research of Marx (2017, pp. 82-89), who studied the impact of organizational size on leadership behavior. His study found that the leadership behavior of large-sized organizations has significant statistical differences from the leadership behavior of small-sized organizations. In contrast, research by Jung and Lee (2016, pp. 757-782), who studied organizational atmosphere, leadership, organizational size, and innovation inspiration of the government sector, determined that organizational size does not affect the leadership.

According to this study, the leader of the large-sized organization has three outstanding leadership behaviors, which are transformational leadership behavior, initiating structural leadership behavior, and consideration leadership behavior, respectively. One possibility is that L organization, which is a large-sized nonprofit organization, is now in a stage of expanding and growing. Additionally, the organization has a large number of staff. As a result, the organization needs a leader who is capable of leading changes in the organization and the staff. The leader needs to act as an ideological influencer and be a good role model to the many staff within the organization. Moreover, the leader must maintain the ability to stimulate self-improvement of the individual. This capacity of the leader can help the staff to be able to adapt themselves to the organization's growth, together with the use of new technology and knowledge input.

The leader of the medium-sized organization has outstanding consideration leadership behavior, transformational leadership behavior, and democratic leadership behavior, successively. Due to an approximate number of the staff of around 30, the human factor is essential. With not that much staff, the organization can pay much

more attention to the relationships between staff members and care for individuals' feelings. Furthermore, the staff members working for the organization are trans women, similar to the leader, so the leader should have an excellent understanding of the staff's lifestyle.

Finally, the leader of the small-sized organization has outstanding democratic leadership behavior, consideration leadership behavior, and laissez-faire leadership behavior, sequentially. The small number of staff allows the leader to use a democratic approach towards everyone. As well, it does not require much time for everyone to make mutual rational decisions. In the meantime, a focus on human relations reflects the point that the workforce is highly essential to small-sized organizations. It is necessary for the organization to maintain a good relationship with the staff so that they will stay with the organization and overall operations run smoothly. If someone resigns from the organization, it is difficult to find someone to replace them, especially with small organizations with a specific mission like this. Besides, the laissez-faire approach enables the small number of staff in a small organization to work freely. They are authorized to use their own ideas, their own methods, and their own managerial means.

Carefully considering the outstanding leadership behaviors of three different sizes of three organizations, the common outstanding leadership behaviors are transformational leadership behavior and consideration leadership behavior. The possibility arises that all three nonprofit organizations are working for sexual diversity groups for their healthcare and rights issues, which are sensitive issues in Thai society. This sensitivity requires a leader who has a good understanding of the staff in the organization, toward clients, and toward human beings. In other words, this human understanding is part of the consideration for understanding leadership behaviors. The consideration of leadership behavior is reflected more clearly in the small organization rather than the large organization. The explanation aligns with Caplow's (1964) concept which discusses how small organizations are capable of influencing the thoughts of people more than big organizations since the relationships within the organization are much more healthy and can create much more effectiveness.

Regarding the transformational leadership behaviors which are outstanding in all sizes of organization, this is caused by social changes in Thai society regarding the concept of sexual diversity. In the past 5-10 years these changes have happened, pleasingly so compared with what had happened over the past. The changes have affected organizational adaptation for all three organizations. The underlying mechanism of survival is that the leader is required to have transformational leadership behavior. The leader needs to be a good role model and be capable of creating change for the staff and the organization, of increasing the level of needs of the staffs, and of leading the organization to improvement. All three organizations showed similar rates of transformational leadership behavior.

When considering the different leadership behaviors that each organization has, the study found that there are some differences in behavior regarding leadership within each size of organization. For example, the large organization had significantly more initiating structural leadership behavior than the medium and small-sized organizations. Since the large-sized organization has a large staff and many branches in many regions of Thailand, the organization needs clear rules and regulations and a clear succession of command, which is inherent in initiating structural leadership behavior. These requirements aim to designate the operational guidelines to all staff, both in headquarters and at the branches. This is why this does not happen with the medium-sized organization and small-sized organization. The implementation of rules and regulations and a top-to-bottom command structure are tools to build operational standards for the organization.

Additionally, democratic leadership behavior and the laissez-faire leadership behavior within the small-sized organization has to be taken into consideration. These leadership behaviors come with the advantage of having a small number of staff in the organization. The small-sized organization can merely allow every staff to share their opinions and participate in any decision-making process while giving the staff the freedom to operate. It's not only the size of the organization but also the unique characteristics of this organization itself that enables the organization to apply democratic leadership behaviors. The specific characteristics of work which focuses on human rights requires staff who are respectful and value human rights, so these were already in the work philosophy of the leader from the beginning.

5.2.2 Discussion of the Effectiveness of Nonprofit Organizations for Sexual Diversity

The research discovered that the nonprofit organization for sexual diversity groups of L organization, which is the large-sized organization, had the highest rate of organizational effectiveness in an organizational stability aspect. Because L organization is a large-sized organization with a clear and massive organizational structure, it is necessary to manage many staff and manage all areas of responsibility in many regions. The organization has continuously established branches in many provinces nationwide so the organization must maximize the use of its resources efficiently in order to have the ability to operate successfully. The branches would not be capable of adapting to the local context without decentralization.

Regarding organizational effectiveness in an organizational success dimension, L organization has a high rate of this dimension because L organization was among the first organizations working for people of sexual diversity. L organization has long experience and success, both in quality of service and quantity of producing services, such as helping, taking care of, protecting, preventing, and creating equality and justice for people of sexual diversity. The organization has many thousands of volunteers supporting the organization in many activities, such as sexual diversity group camps and inviting people of sexual diversity to come and use their services. For 10 years, there have been significant numbers of people who come to the organization as clients and volunteers. They have had the opportunity to use the services of the organization, to gain in the knowledge of rights and healthcare that is relevant to sexual diversity groups.

As for organizational effectiveness in the organizational learning and growth dimension, L organization has this dimension as secondary importance after the organizational stability and success dimension. Even though it is of secondary importance, the rate is still high. Because of the size of the organization, which is quite large, the organization uses technology in its modern operation. The organization develops its technology and uses it to improve the effectiveness of operations, such as new technology in HIV testing, which is modern and quick, and the use of medications to reduce the HIV infection rate, both before and after having sexual intercourse. When using modern technology, it is essential to develop the skills

of the staff so that they are capable of using it. L organization has the potential to improve its staff, both in knowledge and skills. Human resource development helps create a good working atmosphere and positive attitude among the staff toward the job and the organization as a whole.

For M organization, which is the medium-sized organization, two outstanding organizational effectiveness dimensions came to light, namely, organizational success and organizational learning and growth. The reason why organizational effectiveness in the organizational success dimension is outstanding is because the leader of M organization and most of the staff have been working with the target group and the community for more than 10 years, since they were just gathered as a group of people and not yet in the form of an organization. This long experience provides an in-depth understanding of the area and target group, and builds trust in the target group as well.

In addition, the target group of the organization's services is sexual diversity groups, especially the trans woman group. The area of responsibility in the organization that is considered the area of most importance is where most trans women gather in Thailand, residential areas and working areas. This fact has granted the organization the ability to approach the target group and makes it convenient for the target group to come use the services provided. Evidently, the organization always has a number of clients more than the indicator set because of numerous clients using the services and participating in activities of the organization.

Regarding M organization's effectiveness in the organizational learning and growth dimension, the results are high because the organization has devoted much attention to the staff. Furthermore, this organization has just recently been registered. The leader and the staff tend to focus on self-improvement in operational skills and service skills to support the organization's growth in the near future. Since the size of the organization is not too big, its sister-like operation creates a great working environment in the organization and consequently staff turnover is always low.

M organization's effectiveness in the organizational stability dimension is high due to changes to the organizational structure when the organization adjusted its role from a group of people to a formal organization. However, there is a limitation in the operational guideline with the small number of people, so rules and regulations that have been implemented still lack clarity.

Referring to S organization, which is a small-sized organization, the only leading dimension of organizational effectiveness is the organizational learning and growth caused by its minimal number of staff, which limits the ability of the organization. S organization has been working for sexual diversity groups for many years, but it just registered formally a couple of years ago. Although S organization works for people of sexual diversity similar to L organization and M organization, the mission of S organization puts its emphasis mainly on KraTheoy rights. The specific mission limits its operational area and performance measurements since it is difficult to show concrete results and it also takes longer to measure. That is a common problem of nonprofit organizations, which is caused by Philanthropic particularism (Salamon, 1987, pp. 29-49). S organization's effectiveness in the organizational learning and growth aspect results from staff satisfaction and feelings. The small number of staff affects the work positively, with a friendly working environment which makes staff turnover low.

However, the limitation of the budget of such a small organization affects the skill development of the staff and the innovative technology used for its operations. Therefore, the organization attempts to promote the learning process of the staff in order to create consistent fundamentals in its operation so that the organization can develop its organizational effectiveness in organizational learning and growth. There are many challenges and opportunities for advancement when the number of employees is expanding. (Amah, Daminabo-Weje, & Dosunmu, 2013, pp. 115-123).

The organization's effectiveness in organizational stability and organizational success aspects appear in the effort of adjusting their organizational structure through registration. This adjustment changed the organizational structure to align with the role, environment, and situation in the present.

Regarding organizational effectiveness in the organizational success dimension, S organization still has some concrete evidence of organizational success, even though the work toward rights issues will hardly show results in a short period of time. Organizational success is a result of their long experience and work toward rights issues since the organization first came into being. For example, research for promoting the rights of sexual diversity groups, the creation of a necessary body of knowledge to drive the philosophy of the rights of people with sexual diversity, and a

consultation service to cope with KraTheoy problems and help them to live happily with their families, school, and daily life. Moreover, the organization has supported and promoted the public policies relevant to them, such as the removal of the word ‘permanent mental disorder’ in military conscription, and annual visits on the conscription process to take care of KraTheoy who have to join that process.

5.2.3 Discussion of the Leadership of Nonprofit Organizations for Sexual Diversity Groups Affecting Organizational Effectiveness

The study discovered that L organization, which is a large-sized organization, M organization which is a medium-sized organization, and S organization which is small-sized organization, have different leadership behaviors affecting their organizational effectiveness differently, as follows:

Each leader of the three organizations has the mixture of different leadership behaviors which affects organizational effectiveness differently. Regarding the outstanding leadership behavior of each leader in each organization, the results are:

The most outstanding leadership behavior of L organization is transformational leadership behavior, with initiating structural behavior as second. These behaviors have a big effect on overall organizational effectiveness, especially in the organizational stability and organizational success aspects. Due to the fact that L organization has organizational effectiveness in an organizational stability aspect, the organization needs an adequate structure in line with its operational characteristics. Additionally, the organization requires clear rules and regulations, and maximum utilization of its resources. It can be said that L organization meets all these requirements. L organization is a large sized organization, so there is a need to have initiative and structural leadership behavior in order to adhere to the rules and regulations that make up its standard operational guidelines. Moreover, an operational policy from top to bottom is necessary to clarify the operational processes at each branch. The organization’s effectiveness in the organizational success aspect is caused by the ability to promote equality and healthcare for people of sexual diversity according to its specified objectives. During the long period of experience that L organization has in working for people of sexual diversity, L organization has developed operational methods and means in line with the changes in society. So,

transformational leadership behavior is an essential factor for the organization to be able to adapt to a changing environment. The leader of L organization always starts by acting as a role model who adapts promptly to change and applies initiative technology to the operation in order to adapt, develop staff potential, and increase the quality of service.

The leader of M organization exhibits outstanding consideration leadership behavior, and secondly transformational leadership behavior. These behaviors greatly affect overall organizational effectiveness, especially in organizational success and organizational learning and growth aspects. The transformational leadership behavior of the leader of M organization affects organizational effectiveness in an organizational success aspect similar to the leader of L organization. The transformational leadership behavior within the leader of M organization could affect organizational effectiveness in an organizational success dimension in the healthcare area and in the area of the rights of people with sexual diversity. The organization is capable of providing knowledge, understanding, opportunity, and equality to people of sexual diversity to insure that sexual diversity groups can live safely and securely. Consideration leadership behavior affects organizational effectiveness in the organizational learning and growth aspect. Effectiveness in organizational learning and growth can be measured by the skills of the staff, the ability of the staff to use new technology, and an excellent working environment that the staff is happy to work in and makes them decide not to leave the organization. The organization's effective organizational learning and growth aspect requires a leader with consideration leadership behavior. The leader of M organization is one of those leaders with consideration leadership behavior. The leader aims to satisfy the staff, value the staff, support and develop the staff, and is willing to create an excellent working environment to make the staff happy.

The leader of S organization has a mixture of leadership behaviors. However, the most outstanding leadership behavior is democratic leadership behavior, second is consideration leadership behavior. These behaviors moderately affect the organization's overall effectiveness, and the most noticeable aspect is organizational learning and growth. There is the possibility that consideration leadership behavior affects the organization's effectiveness in an organizational learning and growth

aspect, similar to M organization. S organization always values the feelings of the staff and develops the knowledge and skills of the staff. However, since S organization is a small organization with a small budget, this limits the potential of the organization and the effectiveness of the organization is not as high as in larger organizations. S organization uses democratic leadership behavior as a guideline for co-management, such as co-consultation, co-operation, and equality in sharing opinions between the leader and staff. These management guidelines may not clearly affect the organization's effectiveness measurement using three criteria.

The relation of leadership behavior and organizational effectiveness reflect show the leaders of nonprofit organizations for sexual diversity groups use a mixture of leadership behaviors. The factor that determines the difference in the context of the organizations in this study is the size of the organization. The different size of the organization affects organizational effectiveness differently. Similarly, different leadership behaviors affect organizational effectiveness differently. The organizational effectiveness of the nonprofit organizations for sexual diversity groups in this study were affected by the different size of the organization.

Besides, according to this study it was found that since S organization is a small-sized organization, its organizational effectiveness is only at a moderate level. Moreover, the specified objective and unique mission of S organization is an essential factor which has a different impact on the organization's effectiveness compared with L organization and M organization.

5.3 Limitations of Nonprofit Organizations for Sexual Diversity Groups in Thailand

1) Society and Culture

The operation of nonprofit organizations for sexual diversity works in the area of people with sexual diversity and their sexual health, which are sensitive subjects in Thai society since these areas conflict with social thought and social beliefs. In other words, Thai society persists towards traditional male and female gender roles. People are required to act according to their gender. The people of sexual diversity are wrong. Additionally, the education system in educational institutions is now cultivating students with wrong values about people of sexual diversity. Then there is

the effort to link people of sexual diversity to religious belief, accusing them of having bad karma from a past life, or that sexually diverse people are sinful and untraditional and will never be accepted.

Regarding sexual health, there are misunderstandings, such as considering HIV and AIDS are the same thing, or that people with HIV infections are promiscuous, or people who get HIV tested are HIV infected people. In addition, there are many negative attitudes toward HIV infected people, such as the thought that HIV can be transmitted easily if living closely. Wrong beliefs and misunderstandings about sexual intercourse among people of sexual diversity are also obstacles that the organization tries to tackle, such as sex without a condom, oral intercourse, anal intercourse, or even drug abuse and volatile substance abuse that leads to a loss of consciousness or control over condom use while having sexual intercourse. Moreover, some people, after displaying HIV risk behavior, decide not to get HIV tested or shy away from getting HIV tested with the fear of an HIV positive result. People with these behaviors may be HIV infected and continue to infect others.

These attitudes and beliefs toward gender and sexual health affect the operation of nonprofit organizations for sexual diversity groups. These attitudes and beliefs are significant obstacles to the operation. So the organization needs to be very careful when performing its mission because the operation could get difficult or take more time to accomplish its goals.

2) Laws

Nonprofit organizations for sexual diversity groups attempt to promote equality in society. The best tools to prove social equality are laws with the will to promote gender equality. In Thailand, laws reflecting gender equality are rare. Without the law supporting it, the organization lacks the core principle needed to follow and claim gender equality. For example, the marriage law in Thailand is under the condition that only a male and female can be married, so people of sexual diversity who have same-sex affection cannot be married. Hence, there are many impacts and limitations from not being able to marry a same-sex partner. For instance, a same-sex partner does not count in inheritance, a same-sex partner does not count as an authorized representative if the other one passes away without a will, same-sex partners are unable to apply for joint loans, and a same-sex partner does not count as

an authorized representative in any medical document, such as surgery approval or DNR approval.

Undoubtedly, laws relate to human rights in many aspects. It can be implied that, when there is no law, there are no rights. Thus, the solution is the Registration of Marriage Act, which allows the same-sex partner to be able to register their marriage and grant all spousal rights, similar to an opposite-sex marriage. Nowadays, this is the thing that same-sex partners desire. The Registration of Marriage Act would definitely affect people in society in many aspects, but the process of considering the body of the said law will take a long time. Additionally, because of the coup d'etat, this created trouble in the process of issuing the draft bill, and it will take much longer.

3) The Management of Nonprofit Organizations For Sexual Diversity Groups

The management of nonprofit organizations for sexual diversity groups is considered an essential limitation in its operation. Regarding the human resources issue, if the organization is small, with not a large staff, it will be difficult for that organization to accomplish big important jobs, or the organization will not be able to finish many operations. Consequently, the changes that the organization wishes to create in society will also take longer. Besides, a small organization tends to have a small amount of funded budget, which limits its ability to operate. Last but not least, if the goal or the objective of the organization is too specific it narrows the area of operations and affects the source of funding and staff that will willingly do the operation. Besides, the organization's objective of promoting rights takes a long time to succeed because it is a policy operation which is difficult to measure the effectiveness of within a short period of time.

5.4 Contribution to Theory

This research used 2 theories as fundamentals of the study, which are leadership and organizational effectiveness. The recommendations are as follows:

5.4.1 Leadership

Leadership is the interpersonal process to influence a group, practically and mentally, through activities to achieve organizational objectives. Each leader uses

different interpersonal processes to influence the group, so there are many leadership styles established.

According to the results of the study, regardless of the objects of the study, nonprofit organizations for sexual diversity groups may be similar but the leadership of each leader in each organization is different. The research revealed that adequate leadership can come when the leader knows how to create an interpersonal process to influence the group in line with each unique organizational environment.

5.4.2 Organizational Effectiveness

Organizational effectiveness is the organization's ability to achieve designated goals and success, both in quantity and quality, with the organization's resources.

This study used the same effectiveness criteria to measure the organizational effectiveness of nonprofit organizations for sexual diversity groups. The results of the study discovered that different objectives and size of the organization affect the organizations' effectiveness differently. The effectiveness of an organization with one objective of policy operation differs from the effectiveness of an organization with several objectives such as policy operation and healthcare operation. Also, different sizes of organizations affect organizational effectiveness differently. The size of the organization has an impact on the size of staff, human resource development, and the ability to get funding. In conclusion, larger organizations are more effective than smaller organizations.

5.5 Recommendations Based on Study Results

5.5.1 Recommendations Based on the Research

Referring to the study results it was found that nonprofit organizations for sexual diversity groups have different leadership styles which affect their organization's effectiveness in different dimensions. Therefore, each organization needs to develop the other dimensions of organizational effectiveness, as shown in Table 5.1

Table 5.1 A Comparison of Leadership, Organizational Size, and Organizational Effectiveness

Leadership	Organizational Size	Organization Effectiveness		
		Stability Dimension	Success Dimension	Learning and Growth Dimension
Transformational	Large	100	100	80
Consideration	Medium	75	100	100
Democratic	Small	50	50	60

Table 5.1 shows that each leadership style affects organizational effectiveness differently. Each organization is capable of improving and developing its organizational effectiveness in each dimension by applying the following:

The organization that most uses transformational leadership behavior is the large-sized organization, which has a high rate of organizational effectiveness in the stability dimension and success dimension. The organization could improve its organizational effectiveness in the learning and growth dimension by paying more attention to ex-staff. The organization should learn and analyze the causes of resignation to cope with problems for the remaining staff so that they will stay longer with the organization. The study results found that one of the reasons that staff left the organization was that they could not perform or meet the designated indicators. In this case, the organization should try to improve and develop some of the staff whose performances are of low standard so that they are skillful enough to work instead of letting them resign. The organization should perform an exit interview to learn and understand the person leaving, including collecting resignation cause data to fix the problem in the future.

The organization that most uses consideration leadership behavior is the medium-sized organization, which has a high rate of organizational effectiveness in the success dimension, and the learning and growth dimension. However, the organization's effectiveness in organizational stability, which is about sticking to rules and regulations, might already be at an adequate rate considering the size and

specific characteristics of the organization. In other words, although the organization does not strictly implement rules and regulations, it suits the size of the organization and number of the staff because the strict implementation of rules may affect the organization's effectiveness in other dimensions.

The organization that uses democratic leadership behavior the most is the small-sized organization, which can improve three dimensions of the organization in many ways. Firstly, in the organizational stability dimension, since the organization is small with not many staff and focuses its operation on the rights issue, the organization does not have many activities or projects, though the limitation of the budget makes it difficult to hire permanent staff if they need to hire someone from outside. Then, the organization should increase the number of funding activities or money earning activities so that the organization could use the revenue surplus to stabilize the organization.

Secondly, the organizational success dimension; since S organization is an organization that works for the rights issue, the target group is people of sexual diversity in general, especially trans women but not in a specific area. As a result, most of the activities held by the organization are only participated in by the staff within the organization. The organization should promote collaboration with the sexual diversity group more, so as to create a good relationship between the organization and the people outside the organization. Then, the organization could create various functions with the community of people of sexual diversity who have good relationships with the organization.

Lastly, organizational learning and growth; S organization has organizational effectiveness in the organizational learning and growth dimension at a higher rate than the other dimensions. However, the organization still has room to develop this dimension further by developing more skills, knowledge, and ability. The organization should emphasize necessary operational skills, such as organizational strategic planning, computing skills, and English language skills. Due to the small number of staff, each staff member needs to be skillful in many aspects. However, with its limited budget, individuals need to also look for self-improvement besides only support from the organization.

The study results of the leadership and organizational effectiveness of this small-sized organization showed that the overall organizational effectiveness of S organization is less than M organization and L organization. The reason is the problem commonly found in any nonprofit organization, that is, the objective of S organization is very specific. S organization, with its small number of staff, works for sexual diversity groups, mainly trans women, and emphasizes rights issues, which is a sensitive and delicate thing to measure for success. These are differences from L organization and M organization, which pay attention to rights issues and healthcare issues, so the target group is broader and the area of operation is clear.

Therefore, this study recommends that S organization or other nonprofit organizations with a specific objective should create its own tools and measurements to measure its own organizational effectiveness in alignment with its own context and environment.

5.5.2 Recommendations to the Government Sector

1) The government should formally promote the correct knowledge and understanding of sexuality and gender identity through a mandated curriculum. The purpose of this promotion is to cultivate a correct understanding toward people of sexual diversity and reduce stigmatization and bias toward sexual diversity groups. Furthermore, the government should order educational institutions and the government sector to remove or edit the policies and regulations which are relevant to discrimination or conflict regarding human rights. Everyone should be treated equally regardless of his/her sexual orientation and his/her gender identity. This formal order from the government would indirectly affect the operation of nonprofit organizations for sexual diversity groups so that they could perform their duties conveniently, and it would reduce the problems people of sexual diversity have had to endure.

2) The government should establish a law against discrimination due to different gender identity. Moreover, laws which protect human rights should be promulgated and seriously implemented in order to create justice and equality in society. The government has to implement and use enforcement to show that said laws are usable. Once the primary law has been legislated, the correct legitimate guidelines will follow. For instance, marriage is a basic right of the human to

constitutionally choose their own spouse. Everyone is born with this basic right, to choose their own spouse and get married.

Thus, if there are laws that support the marriage of sexually diverse people, or laws which support the registration of marriage for same-sex couples, many rights would be granted following those laws. For instance, inheritance rights as a spouse, insurance beneficiaries, joint loans, the right as an authorized representative to sign any document such as surgery approval. If this law could be legislated, it would be considered another success in the operation of nonprofit organizations for sexual diversity groups, and it would be for the advancement of social equality.

3) The government should improve and provide knowledge and understanding about people of sexual diversity to government officers. This knowledge should be about rights so that the officers are aware of the equality of the people who use the services provided by the government, and healthcare, such as developing a healthcare curriculum specifically for people of sexual diversity, especially trans women and trans men, who have specific health problems which differ from others.

4) The government should accept that nonprofit organizations for sexual diversity groups working on health care issues are a part of the community health service system. These organizations perform similarly to community clinics or community hospitals which provide help in a healthcare aspect to the public. This acceptance from the government as a part of the government service system would increase the operational potential, and strengthen and increase the effectiveness of nonprofit organizations for sexual diversity groups in the healthcare aspect.

5) The government should contribute a certain budget to these nonprofit organizations. The organization might need to present the project or activity and ask for funding from a certain budget prepared by the government. The government may grant funds or a scholarship specifically to the projects of nonprofit organizations so that the nonprofit organization for sexual diversity groups can have enough budget to operate, could have the ability to create more projects, and could provide more public services as a representative of the government sector.

5.5.3 Recommendations for Further Study

1) This research of leadership and organizational effectiveness by the size of the organization used only qualitative methodology. Therefore, further study should add a quantitative methodology into the research in order to cover all aspects.

2) Further research should choose a sample group from non-registered nonprofit organizations for sexual diversity groups to compare with the leadership and organizational effectiveness of registered nonprofit organizations for sexual diversity groups. The findings could be more interesting. Additionally, a sample group from organizations outside Thailand should be chosen. There are nonprofit organizations for sexual diversity groups worldwide. The nonprofit organizations for sexual diversity groups outside Thailand could be used to analyze their strong points to help develop the nonprofit organizations for sexual diversity groups in Thailand.

3) Further research should study other issues that may affect the organization, such as government policy, national laws and regulations, trends, values for human rights, and values for gender concepts in society and worldwide. These issues can be found as either a support or an obstacle which affects organizational effectiveness.

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APPENDICES

APPENDIX A

QUESTION GUIDELINES FOR LEADERS OF ORGANIZATION

Explanations

- 1) The guidelines to study leadership behavior consist of 6 issues in a total of 47 questions.
- 2) The guidelines to study organizational effectiveness consist of 3 issues in a total of 14 questions.

The Questions Measuring Organizational Leadership

1. Initiating Structural Leadership Behaviors

- 1) Does achieving goals is the most importing for you? How?
- 2) How much do you focus on implementing the power, rules, policies, and chain of commands?
- 3) Are you the one making the decision in any problems? Why?
- 4) Do you use your power over your subordinate and strictly punish them? How?
- 5) Do you tend to focus more on the job than the relationship with the staff in the organization? Why?
- 6) Do you not allow people to let their personal life impact their work? How?
- 7) Do you tend to focus on having your staff pay attention to their own assigned work more than other business? Why?
- 8) Do you tend to value more on the staff who is able to finish their job accordingly to the plan? Why?

2. Consideration Leadership Behaviors

- 1) When you're working, do you always try your best to meet the satisfaction of your staff? Why?

2) Do you always try to avoid problem or conflict that may occur during work? Why?

3) Do you tend to focus more on building and maintaining a relationship with the staff in the organization than on achieving organizational goals? Why?

4) Do you always be optimistic when it comes to working? How?

5) Do you help and encourage the staff when they're facing the problem? How?

6) Do you tend to concern about people's attention and emotion? Why?

7) Do you praise your staff so that they could feel recognized and important to you? How?

3. Democratic Leadership Behaviors

1) Do you make the critical decision by having your staffs casting their vote along with you? Why?

1.1 Consultation has been processed before developing or implementing any policies.

1.2 Consultation has been processed before launching any events and projects under your provided options.

2) Do you always let your staff choose their colleague and allow them to distribute their work freely as long as they agree upon the division? How?

3) Do you tend to avoid to give reprimand or compliment to one person specifically? Why?

4) Do you manage to let the staff solve the problems by themselves under your supervision? How?

4. Autocratic Leadership Behaviors

1) Do you always make clear to everyone about your punishment if the person failed to meet with your expectation or made any mistake? How?

2) Do you tend to look for the error to learn the cause of it, who made it, and when did it happen? Why?

3) Do you tend to intervene when the problem occurs and try solving it immediately? Why?

4) Do you tend to react violently and immediately when the mistake happens? Why?

5) Laissez-faire Leadership Behaviors

1) Do you believe that people will do their best to finish the job that has been assigned to them?

2) Do you believe that since the staff is more knowledgeable in what they are doing than you do, you should let them make any decision involving their job? Why?

3) Do you tend to give any assignment via e-mail, calls, message, and other channels in the hope that they will finish those assignments accordingly without having to call a meeting? Why?

4) Do you barely talk to your staff in the hope that everyone should know what they are doing to achieve organizational goals? Why?

5) Do you tend to let your staff set up a plan by themselves about what to work with, how, and when? Why?

6) Do you allow your staff to determine their duty and responsibility by themselves? How?

6) Transformational Leadership Behaviors

1) Are you an ideal influencer?

1.1 Are you an excellent example for your staff? Does your staff recognize that behavior? How?

1.2 Does your behavior show high moral standard that your staff accepts it and trusts you on that? How?

1.3 Do you be able to make your staff understand clearly and be able to follow accordingly to the vision, goal, and mission of the organization?

2) Are you an inspiration?

2.1 Do you be able to motivate the staff to correctly see the importance of their roles and duties, and feel challenged at work? How?

2.2 Do you be able to help your staffs create a positive attitude toward their jobs? How?

2.3 Do you be able to communicate clearly so your staff could vividly see the success in the future? How?

2.4 Do you be able to boost your staff confidence that they could finally achieve the work's goal? How?

2.5 Do you be able to align your staff's affection with organizational goals?

3) Are you an intellectual stimulator?

3.1 Do you tend to stimulate your staff's creativity at work? How?

3.2 Do you support your staff in using innovation at work? How?

3.3 Do you encourage your staff to learn to solve the problem with creativity? How?

3.4 Do you support your staff to learn to analyze things and to have systematic thinking? How?

3.5 Do you support your staff to prevent the problems before happening rather than focusing only on problem-solving? How?

4) Do you take individualism into account?

4.1 Do you equally understand the differences between individual staff in the organization? How?

4.2 Do you equally concern about each staff's welfare and personal development? How?

4.3 Do you support positive working environment? How?

4.4 Do you care and respond to each person's needs, and be able to develop their higher-order needs? How?

4.5 Do you allow your staff to use their talents and let them learn new challenging things? How?

The Questions Measuring Organizational Effectiveness

1. Stability of the organization

1) How has the organizational structure been modified to fit the work?

2) How has the organization provided the operational roles a relevant adjustment to the situation?

3) How is the organization able to implement its rules and policies clearly and absolutely?

4) How the organization utilize its resources efficiently and worthy?

2. Organizational Success

1) How could the organization promote relevant knowledge to the sexual diversity group?

2) How could the organization create a suitable environment for the sexual diversity group?

3) How could the organization provide services accordingly to the sexual diversity group?

4) How could the organization develop the sexual diversity group's potential?

5) How does the organization encourage and support the sexual diversity group to participate in organizational activities?

6) How does the organization protect and defend the sexual diversity group from any social problems and risky situation?

3. Organizational Learning and Growth

1) How the organization appropriately develops staffs' skills and abilities?

2) How the organization values staffs' attitude and satisfaction toward work?

3) Does the organization's turnover rate low? Why?

4) How the organization provides a positive working environment?

5) Does the organization invest in the new modern technology to enhance its performance? How?

APPENDIX B

QUESTION GUIDELINES FOR STAFFS OF ORGANIZATION

Explanations

- 1) The first part consists of general information of Key Informant.
- 2) The second part consists of the open-ended questions.

Part 1

- 1) What is your position in this organization?
- 2) What is your experience in working with the organization?

Part 2

- 2.1 In your point of view, what kind of person do you think your leader is?
- 2.2 What's your leader's outstanding behavior when he/she was working and providing services to people and organization?
- 2.3 How do you feel toward your leader? Why?
- 2.4 Do you think your leader should change his/her behavior? How?

APPENDIX C

QUESTION GUIDELINES FOR CLIENTS OF ORGANIZATION

Explanations: The guidelines consist of 5 opened-end questions as follows:

- 1) What kind of the services or events provided from this chosen nonprofit organization for sexual diversity group that you have been attended?
- 2) How often do you usually use the service or attend the events held by any nonprofit organizations for sexual diversity group?
- 3) Why do you choose to use the service or attend the event organized by this nonprofit organization for sexual diversity group?
- 4) How do you feel about the services or events held by any nonprofit organizations for sexual diversity group?
- 5) Do you have any suggestions toward this chosen nonprofit organization for sexual diversity group?

BIOGRAPHY

NAME	Mr. Chanin Chakkrapopdhin
ACADEMIC BACKGROUND	Bachelor of Education (Social Studies) Faculty of Education Silpakorn University, Thailand, 2003 Master of Arts (Publics Administration) Faculty of Social Sciences and Humanities Mahidol University, Thailand, 2011
PRESENT POSITION	Lecturer at Valaya Alongkorn Rrajabhat University under the Royal Patronage