

Jutamas Hearanil 2011: The Study of Leadership Characteristics Affecting Leadership Effectiveness of Commissioned Officers in the Flying Training School, Kamphaeng Saen District, Nakhon Pathom Province. Master of Arts (Political Science), Major Field: Political Science. Faculty of Liberal Arts and Science. Thesis Advisor: Mrs.Surang Narongsaksakul, Ph.D. 157 pages.

The purposes of this study were 1) to study leadership characteristics and leadership effectiveness of commissioned officers in the Flying Training School perceived by of commissioned officers and non-commissioned officers, 2) to compare the perception in leadership characteristics and leadership effectiveness between commissioned officers and non-commissioned officers, 3) to compare perception in leadership effectiveness according to personal factors of commissioned officers and non-commissioned officers and 4) to study leadership characteristics affecting leadership effectiveness of commissioned officers in the Flying Training School. The samples of this study consisted of 131 commissioned officers and 209 non-commissioned officers. Two sets of questionnaires for commissioned officers and non-commissioned officers were used for collecting data. Reliability of the data was 0.95 and 0.98 respectively. Statistical tools applied were the frequencies distribution, percentage, mean, standard deviation, z-test, One-way ANOVA and Stepwise-Multiple Regression Analysis with statistical level of significance at 0.05.

The study revealed that 1) most commissioned officers and non-commissioned officers' perception of leadership characteristics was at a high level ($\bar{x} = 4.23, 3.93$ respectively) and perception in leadership effectiveness was also at a high level ($\bar{x} = 4.08, 3.86$ respectively) 2) the perception of most commissioned officers and non-commissioned officers in leadership characteristics was significantly different at 0.05 level (p-value = 0.000) and the perception in leadership effectiveness was significantly different at 0.05 level (p-value = 0.001) 3) the commissioned officers with different factors such as rank, institution, year of work, salary, position were not different in their perception of leadership effectiveness and non-commissioned officers with different personal factors such as rank, age, year of work, salary also were not significantly different in perception of leadership effectiveness of commissioned officers, and 4) the leadership characteristics (personality, skill and motivation) could predict leadership effectiveness at 0.05 level. The predictors accounted for 71 percent ($R^2 = 0.705$) which showed regression coefficients of 0.142, 0.527 and 0.209 respectively. The function derived from the analysis was as follows :

$$\hat{Z}_{\text{EFFECTIVENESS}} = 0.142 * Z_{\text{PERSONALITY}} + 0.527 * Z_{\text{SKILL}} + 0.209 * Z_{\text{MOTIVATION}}$$

Student's signature

Thesis Advisor's signature