THE DETERMINANTS OF LEADERSHIP OF MANAGERS IN SONGKHLA PROVINCE, SOUTHERN THAILAND:
THE ROLE OF INDIVIDUAL DIFFERENCES IN LEADERSHIP BEHAVIOUR

By

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A dissertation submitted in partial fulfillment of the requirements for the degree of Master of Science (Management)
Universiti Utara Malaysia

April 2004
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This study investigated the relationship between individual differences and leadership behaviour. The investigation centred on the leadership behaviour exhibited by the managers at the workplace and outside the workplace. Individual differences, nature of organisation and personality dimensions were used as the independent variables to predict leadership behaviour. The questionnaire survey method was used to gather the data. One hundred and seventy three managers in the Songkhla province, Thailand, completed the questionnaire which provided bibliographical information and measurements of leadership behaviour and personality traits. The leadership behaviour measurement, which is subdivided into the Behavioral and Bio-history leadership components adapted from Arvey, et al. (2003), and the five-factor personality measurement (NEO PI/FFI) (Costa & McCrae, 1989, 1992) were used. It was conceptualised that leadership could be predicted by individual differences and personality dimension would differentiate leadership behaviour.

The findings show that Educational level, Monthly income, Agreeableness and Extraversion have contributed towards Behavioural leadership. Age, Monthly income, and Educational level, and Extraversion are contributing significantly towards the Bio-history leadership. Age, Educational level and Extraversion are contributing significantly towards the Overall Leadership Behaviour (Behavioural + Bio-history).
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CHAPTER I

RESEARCH OVERVIEW

1.0 Introduction

The study of leadership has spanned across cultures, decades, and theoretical beliefs. Over the years, leadership has been studied extensively in various contexts and theoretical foundations. In some cases, leadership has been described as a process, but most theories and research on leadership look at a person to gain understanding (Bernard, 1926; Blake, Shepard and Mouton, 1964; Drath and Palus, 1994; Fiedler, 1967; and House and Mitchell, 1974).

Researchers have examined leadership skills from a variety of perspectives. Early analyses of leadership, from the 1900s to the 1950s, differentiated between leader and follower characteristics. Finding that no single trait or combination of traits fully explained leaders' abilities, researchers then began to examine the influence of the situation on leaders' skills and behaviours. Subsequent leadership studies attempted to distinguish effective from non-effective leaders. These studies attempted to determine which leadership behaviours were exemplified by effective leaders. To understand what contributed to making leaders effective, researchers used the contingency model in examining the connection between personal traits, situational variables, and leader effectiveness. Leadership studies of the 1970s and 1980s once again focused on the individual characteristics of leaders which influence their effectiveness and the success
The contents of the thesis is for internal user only.
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