

**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**

LAMPIRAN 4



Unit Pengajian Siswazah  
Jabatan Hal Ehwal Akademik  
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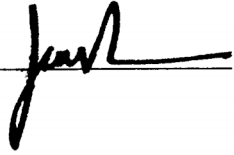
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## ABSTRACT

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).

## ACKNOWLEDGEMENTS

I am indebted to many people whose kind assistance has contributed immensely to the successful completion of this project report. Indeed, the number of people to whom acknowledgement is due is too big to be listed, but the following deserve special mention.

I wish to express my gratitude and appreciation to my supervisor Assoc. Prof. Dr. Abdul Jumaat Mahajar, for his invaluable advice, guidance, comment and most of all his attention, support and encouragements in making this research a success. I greatly appreciate his thorough effort, frank suggestions and contributions from the very beginning until the completion of this paper.

I am also very grateful to my family members who have generously provided with support and love through out the completion of this report.

Finally, I would like to express my utmost gratitude and appreciation to all respondents for their cooperation in completing the survey questionnaires.

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## **LIST OF ABBREVIATIONS**

<b>PI</b>	<b>Personality Inventory</b>
<b>FFM</b>	<b>Five-Factor Model</b>
<b>FFI</b>	<b>Five Factor Inventory</b>
<b>N</b>	<b>Neuroticism</b>
<b>E</b>	<b>Extraversion</b>
<b>O</b>	<b>Openness</b>
<b>A</b>	<b>Agreeableness</b>
<b>C</b>	<b>Conscientiousness</b>
<b>SPSS</b>	<b>Statistical Package for Social Science</b>

# 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

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