CHAPTER 2 THEORETICAL ORIENTATION AND REVIEW OF THE STUDIES

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CHAPTER 2
THEORETICAL ORIENTATION
AND REVIEW OF THE STUDIES

2.1 LEADERS' CHARACTERISTIC THEORY

2.1.1 LEADERSHIP THEORY

Many definitions have been given on the word 'Leadership', as follows:

Pairote Litpreecha (1969:39) has given a definition on 'Leader' that leader means the person who is capable of leading his subordinates or colleagues to perform duties entrusted to him until meeting with success by receiving cooperation from his colleagues.

Pinyo Sathorn (1976:139) commented that "leader" means a person in authoritative group or a person who has capability in inducing those in the group to perform as he wishes or perform according to his instruction, which means, the leader will have influence over other people's behaviour.

Sanguan Suthilertaroon (1980:167) has concluded that: "leader" means one who have high positions and have influence towards members of the group, is capable of persuading his colleagues and group to perform an act which will lead to target of the organization.

Prachoom Rodprasert (1983:4) is of the opinion that "leader" is the person who has influence over other persons in the group and is the one who uses such influence to enable other persons in the group to perform work for him in a satisfactory way as well as reaching the target desired by the leader.

Burly (1972:43-46) mentions that "leader" is the person who is capable of inducing other people to perform a deed willingly. The follower has faith in him and is able to relieve the seriousness. He
Dunn (1973:178) mentions that "leader" is the person who has influence over other people by inducing those people to assist in performing duties until meeting the specified target.

Aroon Raktham (1979:187) has given meaning of a "leader" that it means a person who has been appointed or honoured as a chief who has the duty to make decision because he has capability in administering the work. He will lead his subordinates or the group to either a good or bad direction.

Leader's Characteristics Theory is the theory which makes a study on Leadership by considering about trait or characteristics of the Leader both physically and mentally. Leader's Characteristic Theory is the meaning of psychologists and researchers who make a systematic study in order to study about characteristic of a leader or wherein the leader uses it as factor for creating power and influence over the minds of the followers or subordinates to practise according to what the Leader wants.

In searching of Leader's Characteristics, the researcher has used two methods (Mayuri Rangsisombatsiri 1987 : 13)

1) compare the characteristics of a leader with trait of person who is not a leader,

2) compare trait of leader who is efficient with trait of leader who is inefficient. Majority of studies use the method in order to search for characteristic of a leader who has Universal Trait which is capable of indicating a leader in general, but it cannot succeed in searching. Goulner (1961;23) has concluded that the past study has not a single evidence which can be trustworthy in regard to what we call 'Universal Trait' similar to Vroom (1976 : 1527) who
commented that a study in order to search for characteristics of a leader is not successful because one cannot indicate any characteristic which will create difference between leader and the subordinates distinctively and precisely wherein Reddin (1970:204) has concluded that the study guideline on Leadership by searching for characteristics of leader has its weak point at the incapability to find the best characteristics which can be brought up for use to suit every situation.

As regards the study on second type, there is not much study. The results of studies both meet with failure because it also cannot indicate the characteristics of leader who meets with success. The study in the above mentioned scope was found that efficient leader does not depend on specific characteristics, but it is up to the capability in administering the work as well as depending upon characteristics of the leader who is suitable to the confronting situation.

It can be summarized that only the characteristic of leaders cannot indicate sufficient leadership and cannot forecast or analyse leadership status in full. Characteristics and status of leader is different according to natural situation of the group as well as the requirement of the group as an important component which sends an impact to status of leadership. Therefore, the researchers have become interested in Leadership Behaviour Theory. In studying leader's characteristics, it is to study as to what the leader does or how he performs it, i.e. the method that the leader entrusts a job, method of communicating, method of creating encouragement to the subordinates. The method of studying leadership behaviour and the method of studying trait of leader are similar in one way, that is, it
is believed that there is 'one best way' out of the two ways in leading (Mayer, 1987: 13). But both ways are also different. In studying about the characteristics of the leader, it is believed that such leader was born a leader. But in studying Leadership Behaviour, it is believed that a leader can be trained to have a suitable leadership behaviour and he will be an efficient leader.

In making a research to study behaviour of such leader, the researchers normally will implement on two patterns, as follows:

Pattern 1, Leadership Functions,
Pattern 2, Leadership Styles.

PATTERN 1 STUDY ON LEADERSHIP BEHAVIOUR BY STUDYING LEADERSHIP FUNCTION

This method emphasizes on studying about the functions which the leader practises within the group, by believing that the group will work efficiently if there is a person to perform two important duties. The first duty is task-related duties or duties in remedying problems. The second duty is group maintenance or social duty. The task-related duties are giving suggestion guideline in remedying problems, supplying data, giving suggestions, etc. As regards Group maintenance duty, the group may help the group's performance run in a smooth way, i.e. remedying conflicts. One member in the group who can best perform these duties will be Leader of the group.

PATTERN 2. STUDY ON LEADERSHIP BEHAVIOUR BY STUDYING LEADERSHIP STYLES

This method aims at studying style of leader used in managing the subordinates. Mostly, the researcher will classify pattern of leaders into two patterns, i.e. task-oriented style and Employee-oriented style. Task-oriented leaders usually instruct, point out and explain closely, by emphasizing on the success of job more
than developing progressiveness to the subordinates while Employee-oriented style will motivate his subordinates to work rather than controlling them. He will try to let his subordinates participate in making decision. He will create faith and good relations between members of the group.

One of the suggestion guidelines in studying Leadership Behaviour is situation is the creator of leader. Factor in situation which specifies leadership is Hoy and Miskel (1991:255)

1. Quality of organizational structure, i.e. size of organization, level of command in the organization, organizational formalities.
2. Atmosphere of the organization, i.e. open-wide atmosphere, co-operative atmosphere, atmosphere of group, etc.
3. Characteristics of the role, i.e. power according to position, type to responsibility, difficulty and easiness of responsibility, criterial of work, etc.
4. Characteristics of subordinates, i.e. knowledge or qualification, experience, perseverance towards the unclear problem, authority, responsibility, etc.

In studying situation of the leader by studying behaviour of such leader, as has been mentioned, there are 2 types of study, i.e. study about Leadership Functions and Leadership Style. Example of Leadership Functions is:

Cartwright and Zander (1953:549) have concluded important functions in 2 aspects, i.e.
1. Goal achievement.
2. Group maintenance.
Etzioni (1961:91) has concluded the important functions
of leader as follows:

1. Mobilizing overall resources to complete the work.
2. Improving the society of members in the group.

In studying Leadership Behaviour by studying Leadership Styles, comparison is usually made as to which Leadership Behaviour has more effectiveness. The pioneers in studying Leadership Styles are Lewin, Lippit and White (1939 : 271-299) have studied interaction process in the group between that of leader and follower and effectiveness of work. Leaders have been classified into 3 patterns, i.e. Autocratic pattern, Democratic pattern and Laissez-faire pattern.

Autocratic Leadership. This leader will regard his idea as important. He will use his authority in making decision by himself. He will know the facts alone and will not allow his subordinates to participate in making decision as well as aiming at his own benefit as an important point.

Laissez-faire is the type of leader who will allow his subordinates to take their own time in completing their work as they want. The administrator will not use his authority to decide. He has no initiation and will not consider how the subordinates' performance will affect the organization.

Democratic Leadership is the leader who does not like to make decision alone. At the same time, he will not let his subordinates to work in a laissez-faire manner. On the contrary this type of leader will give opportunity to his subordinates to participate in making decision in the performance of the organization or Working Unit.

Study on the type of important Leaders.

1) Ohio State Leadership Studies began in 1945 at Ohio State
University through initiation of Dr. Carroll L. Shartle. Later, in 1949, John K. Hemphill and Alvin E. Coons have prepared Leader Behaviour Description Questionnaire or LBDQ wherein at a later date LBDQ has been improved on many occasions by many persons, i.e. Halpin, Winner, Stogdill, etc. In measuring by LBDQ Leaders may be classified in 2 dimensions, i.e. Initiating structure and consideration. In studying Leadership situation at Ohio State University, it is the first time which emphasizes the importance of both the work and human in estimating Leadership behaviour (Drake and Roe 1986:108-109).

2) University of Michigan Research studies study of Leadership pattern was made nearly the same time as that of Ohio State University by beginning the research at University of Michigan Survey Research Centre through leadership of Rensis Likert. The research work at Michigan University aims at studying business and industrial organization as an important point. Target of study is to classify leadership pattern and relationship between leadership pattern and criteria for measuring effectiveness. Criteria comprise of satisfaction in work, change rate, absence from work, production and effectiveness. Result of research has classified leaders into 2 patterns, i.e. Production centered and Employee-centered. Production-centered Leader will create standard in work and will distribute work which has to be performed, will specify steps and working technique, will direct work closely. Leaders who depend on subordinates will encourage his subordinates to participate in specifying target, in making decision in work create faith and devote in working, will take interest in the progress of his subordinates. Result of research may be concluded as follows:

1. Leader who in efficient has a trend to have good relationship
with his subordinates, will support and promote his subordinates to believe that they are also honourable and important person.

2. Leader who is efficient in making use of the group to decide.

3. Leader who is efficient normally sets a rather high working standard.

In the next research, Likert found that production will increase if leadership process is based on team-work devotion and trust, participation in making decision.

3) Harvard Studies of Group Leadership in 1947, a study on Leadership Behaviour at Laboratory of Social Relations of Harvard University was made under leadership of Dr. Robert F. Bales. This study is slightly different from the study made at Ohio University and Michigan University. The study aims at studying social behaviour of sub-groups in Laboratory. Data was collected by direct observation wherein result of the study created 2 types of leaders, i.e. Task-leader and Social Leader (Bales 1954: 41-49). Task-leader will be interested in letting the group perform the work while Social Leader will try to maintain unity in the group. He tries to show members in the group that each one is important. Both types of leader are necessary to the effectiveness of performance. But there are not very many people who can be these two types of leaders. The person whom the members of the group decide that he proposes the best idea in decision-making is not normally the person that his friends love him most.

From the result of researches made by Michigan, Ohio and Harvard University which classified Leadership Behaviour into 2 dimensions, Reddin (1970) has developed it into 3-D model wherein he considers these leaders in 3-dimensions, i.e. task-oriented relationship-oriented and effectiveness.
4) Research study on Leadership Behaviour theory of other persons:

4.1 Theory X and Theory Y of Douglas McGregor.
4.2 Grid cell Theory of Blake and Mouton.
4.3 2-D Leadership Theory.
4.4 3-D of Reddin.

4.1 Theory X and Theory Y of Douglas McGregor.

Douglas McGregor has given a suggestion guideline on Leadership theory into 2 theories called Theory X' and Theory Y'.

Assumption of Theory X is as follows ( McGregor, 1960).

1. Most people do not like to work and they are trying to avoid it when there is a chance.

2. Because human beings are like this, therefore, they have to be forced, controlled, instructed, threatened or punished in order that human beings would try to finish their work according to the organization's objective.

3. Mostly people like to work according to instructions. They wish to avoid responsibility. They have little ambition. They want security more than other things.

Assumption according to Theory X is suggestion guideline in administration what is called 'Scientific management. Leader according to theory uses his authority to force, lays his own plan, like to command because he thinks that his subordinate is lazy and lacks responsibility. In order to finish the work, he has to give instruction and issues various regulations. The leader normally gives service in making the subordinate feel secured.

Assumption according to Theory Y is as follows ( McGregor,
1. Physical and mental effort used in the work is compared to playing or resting.

2. External control and a threat to punish is not the only method which will make people work to attain objective of the organization. Humanbeings are trying to be self-direction, self-control in order to work to attain objective in the work under his responsibility.

3. When a person tries himself with the work of the organization, it is up to the reward or remuneration which is relevant to the success of the organization.

4. Under suitable condition, most people will learn, not only accepting the responsibility but he also seeks for responsibility.

5. Good quality, such as, have imagination, have intellectual and fast, have capability in remedying various problems of the organization. These qualities distribute in individual person.

6. Under living condition in new era of industrial system, intellectual of humanbeings is not yet utilized in full.

Leader according to theory Y is the leader who realizes that his subordinate is responsible. This type of leader tries to encourage and accelerate to integrate between his own objective and the objective of the Working Unit. This type of leader will, at least, consider about at least 4 aspects of variables in being a leader, i.e.

1. Leader's characteristics
2. Subordinates' characteristics.
3. Nature of organization.
4. Socio-economic and political conditions.
In order to assist in understanding better the theory of McGregor, therefore, comparison is made according to the leader of theory X and leader of theory Y which the leader has towards the follower or subordinate, as follows:

<table>
<thead>
<tr>
<th>THEORY X</th>
<th>THEORY Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Humanbeings are usually lazy.</td>
<td>1. Humanbeings are diligent.</td>
</tr>
<tr>
<td>2. Humanbeings will avoid work.</td>
<td>2. Working has the same nature.</td>
</tr>
<tr>
<td>3. Humanbeings want to be controlled and want to receive instructions</td>
<td>3. Humanbeings stimulate themselves to work.</td>
</tr>
<tr>
<td>4. External regulations ought to be used.</td>
<td>4. Humanbeings have their own regulations.</td>
</tr>
<tr>
<td>5. Humanbeings avoid responsibility.</td>
<td>5. Humanbeings seek responsibility.</td>
</tr>
<tr>
<td>6. Humanbeings have no initiation and are unwise.</td>
<td>6. Humanbeings have initiation and has working capability.</td>
</tr>
</tbody>
</table>

2) GRID CELL THEORY OF BLAKE AND MOUTON

Managerial grid improved by Blake and Mouton 1964 comprises of 2 dimensions, i.e. Concern for People and Concern for Production.

**CONCERN FOR PEOPLE** The leader uses this method in working with followers which comprises of relationship of people in order to attain target of the organization, and realization and giving honour to the follower, responsibility due to trust more than giving instructions, arranging a good working environment as well as promoting good relationship amongst the people, etc.

**CONCERN FOR PRODUCTION** means how does the leader do to create production which comprises of attitude towards different things, i.e. quality of judgement, policy, performance process, initiative relevant
Both dimensions are independent from each other. Each dimension is divided into 9 grid cells from 1 to 9 wherein 1 means low; 5 means medium; and 9 means high. Therefore, Managerial grid of Blake and Mouton has 81 grid cells. Each grid cell represents one pattern of leadership. Managerial grid is as below picture (Blake and Mouton 1964:11) PICTURE # 1 MANAGERIAL GRID OF BLAKE AND MOUTON

<table>
<thead>
<tr>
<th>CONCERN FOR PEOPLE</th>
<th></th>
<th>CONCERN FOR PRODUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>1.9</td>
<td>9.9</td>
</tr>
<tr>
<td>8</td>
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<td>7</td>
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<td>5</td>
<td></td>
<td>5.5</td>
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<tr>
<td>4</td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1.1</td>
<td>9.1</td>
</tr>
</tbody>
</table>

1 2 3 4 5 6 7 8 9
From Picture #1 it explains trait/characteristic of various types or executives and behaviour of each type of executive as follows:-

- Impoverished Leader (1,1) is the leader who is not interested in both the people and the output of work. He administers the work inertly and inactively. He will be satisfied with the amount of work. He will perform his regular work without having an aim. He is the leader who separates himself from other people in the organization. He entrusts authority to other people and usually blames other people for the error. He acts as though he has the duty to bring documents from his superior to the subordinates. He is the leader who has least efficiency because he is unable to work in order to achieve the target.

- Country Club (1,9) is the country-style leader who aims at having relationship with people as an important point. He tries to make his colleagues have highest satisfaction which enables minimal production. He tries to be friendly with people but does not actually aim at having much production. He tries to make his followers satisfied, at the same time tries to avoid conflicts as much as possible.

Upon facing with conflicts, leader (1,9) will try to cover up or tries to fade away with that conflict. He tries to give in to other people that he has to follow other's opinion even though his idea is correct, because he does not want others to become dissatisfied. He tries to avoid causing conflicts. If it is necessary to remedy the conflict problem, he usually entrusts other people to remedy the problem, or if he has to remedy the conflict problem himself, he will try to stop the emotion of other people. He
will try to forget his requirement which is different from others. He will try to be considerate to other's feeling as an important point.

- Task-Oriented Leader (9,1) is the leader who is work-conscious and aims at finishing the work only without being interested in other people's requirement. He only aims at effectiveness/efficiency of work without considering about humanity of his colleagues. He forces his subordinates. He will indicate to his subordinates as to what they should do and how to do it. He likes to use his authority, uses the rules and regulations and gives instructions. When having to face with conflicts, leader (9.1) will use his authority to suppress the conflict by aiming at defeating and winning and he has to win. In conflict situation, he usually asks his colleagues whether he will stay or will go. When he himself has the power, therefore, his subordinate is a defeater. This type of administrator does not like working in a team because he is afraid that his subordinates/colleagues will group together and protest. He will remedy the conflict justifiably will contradict or in a method that he would win.

- Team Leader (9,9) is the leader who emphasizes on personal and result of work. He works in a team or a group. His colleagues are satisfied in working and give co-operation. He is attached with the work and the organization, which enables highly successful result. Every party is satisfied with the output of work.

When facing with contradiction, Team Leader (9,9) normally is not interested as who is the conflict party, but he will try to see where is the problem of conflict. He will try to find out the cause of conflict will find the various datas relevant to the conflict and will use process for remedying the problem in a systematic way. He will
try to remedy the conflict in a reasonable way. This type of administrator sees that conflict cannot be avoided, but it is not always bad. He will try to make people participate in remedying the problem so that the organization can achieve its highest target.

- Middle of the road Leader (5,5). This type of leader will give moderate intention about people and work. He will give importance to people and work in a medium level. His colleagues are quite satisfied with him while the work is moderately successful. He is the leader who tries to have status quo and does not wish to see a change.

Upon facing with contradiction, this type of leader (5,5) will not show that he is siding any party, so that everybody sees that he is justified and reasonable. He will use flexible method rather than confronting face to face. He will entrust other people to remedy the problem or let his subordinate to remedy the problem by themselves, may separate the conflict parties and tries to compromise.

3) Two-Dimensional Theory.

Although research on leaders may have been made widely, there are many famous researchers, i.e. Barnard, Davis, Simon, Fiedler, Mayo, Roethlisberger, Likert, Dickson, Blake, Gardner including Tavistock Institute of London. These researchers show interest in making research study on leadership and human relation in business and industry while another group, i.e. Hamphill, Thelen, Rogers and Canbtor paid interest on leadership in classrooms wherein Lewin, Merton, Deutsch, Chein, Festinger, Lippit and French gave interest in change in society and community leadership.

However, it may be mentioned that study on leader or leadership which has been made widely and strictly was study under leadership of Carroll Shartle of Ohio State at the end of 1940-1950 into 2
independent components or two dimensions. The first dimension was Initiating Structure while the second dimension was Consideration.

The First dimension is relevant to planning and management of the organization, behaviour of administrator or Chief of Section according to this dimension, i.e. creating relationship between Leader and group members who are colleagues in order to create perfect and suitable organizational pattern, finding ways to contract and create understanding amongst personnel s in the Working Unit.

Second dimension, is relevant to maintaining relationship between colleagues, Leadership behaviour or Chief of Unit according to this dimension, i.e. showing friendliness, trust, respectability as well as warm relationship which appears between Chief and colleagues.

Result of such research was found that there are may patterns of Chief or Leader. Certain type will let their subordinates work only or expect success of work as a main point while certain type aims at creating and maintaining good relationship with subordinates as an important point. Another type aims both at achieving work and maintaining relationship between colleagues. But there are some types who don't either aim at achieving work or colleagues or there is no particular type.

From the result of research made by Ohio Universirty, later there was a discovery made on a more precise method in the characteristic of Chief which finally it was able to propose by using a Quadranta on an assumption axle which has been set on 2 axles, i.e. Initiating Structure axle and Consideration axle as shown in picture # 2.
4) **3-D Leadership Behaviour Theory of Reddin**

3-D Theory of Reddin is based on basic suggestion that effectiveness of leader is dependent on interaction between leadership style and situation.

From 3-D Theory of Reddin, it will create Leadership Behaviour in 3-dimensions, i.e.

- **Initiation Structure** means behaviour which aims at letting subordinates or followers understand in performing according to policy
guideline, communication, co-ordination of work in order to let subordinates or followers be capable of performing work effectively and successfully according to the objectives set.

- **CONSIDERATION** means Leadership Behaviour which shows friendliness and faith, trust and acquainted with subordinates or followers in order to create satisfaction in performing the work.

- **LEADER EFFECTIVENESS** means Leadership Behaviour which aims at achieving target of work and makes the colleagues satisfied by adhering to situation as a main point. If the situation is suitable, Leadership Behaviour will be very effective. But if the situation is not suitable, Leadership Behaviour will have minimal effect.

**Important Sense of 3-D Theory**

From Initiation Structure and Consideration, Reddin has created 4 basic leaders, as follows (Reddin 1970: 27).

**PATTERN 1** High Initiating Structure - High Consideration to represent "Integrated Leader" pattern. This type of leader can be both 'Employee-oriented style' by letting them work on something meaningful as well as 'Task-oriented style' by letting them realize about responsibility.

**PATTERN 2** Low Initiating Structure - High Consideration to represent 'Related' leader pattern. This type of leader emphasizes at relationship with colleagues and considers little about work.

**PATTERN 3** Low Initiating Structure - Low Consideration to represent "Separated Leader" pattern. This type of leader does not aim at either work or 'Consideration'. He separates himself from both the work and relationship.

**PATTERN 4** High Initiating Structure - Low Consideration to represent "Dedicated Leader" pattern. This type of leader devotes
himself to work and considers little about relationship with colleagues.

PICTURE # 3 FOUR BASIC LEADER PATTERNS

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Initiating Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>low</td>
<td>Related</td>
</tr>
<tr>
<td></td>
<td>Integrated</td>
</tr>
<tr>
<td></td>
<td>Separated</td>
</tr>
<tr>
<td></td>
<td>Dedicated</td>
</tr>
<tr>
<td>high</td>
<td>high</td>
</tr>
</tbody>
</table>

From the above 4 Leader patterns, if suitable situation is used, there will be 4 very effective/efficient leader patterns, i.e. Executive Leader, Developer Leader, Bureaucrat leader and Benevolent Autocrat Leader. If used in an unsuitable situation, there will be little effectiveness in four patterns, i.e. Compromiser pattern, Missionary pattern, Deserter pattern and Autocrat pattern.

LEADERSHIP SITUATION WHICH HAVE 4 GREAT EFFECTIVENESS ARE :-

'Executive leader. This type of leader is the leader who regards that his own duty is to promote/support highest effort of people, and of responsibilities which he has to perform, both short and long-term responsibilities. He sets high standard of work and high performance. He accepts the difference in people and tries to make use of people according to ability. He supports working as a team, because he is related in both work and manpower which sends a result in making such Working Unit to attain highest target.

'Developer leader. This type of leader can be seen clearly
that he has faith in a person. He is determined to develop special ability of other people and arranges the working atmosphere which makes his colleagues feel highly satisfied. He is very efficient leader because the working environment which he has created helps to develop his subordinate to feel attached both the work and the leader himself.

'Bureaucrat' leader. This type of leader is not earnestly interested in both Task and Relationship. He only performs according to criteria or regulation, but it does not affect the morale of colleagues. Although he performs according to criteria/regulation, but he is able to make his subordinate interested in completing the work.

'Benevolent Autocrat' leader. This type of leader has high self confidence and aims at task both casual work and long-term work. He has excellent skill in inducing other people to perform what he wants without feeling a protest or being dissatisfied which will enable success of work. He creates working atmosphere. This type to leader will lead to high production of work.

4 TYPES OF LEADER WHICH HAVE MINIMAL EFFECTIVENESS :-

'Compromiser' leader. This type of leader is the person who finds the benefit in aiming at both task and relationship/consideration, but he has no ability to do so. This may be due to the fact that he has no earnestly to do it or because he dares not decide. He regards a compromise is the important method of work without considering about long-term output. He tries to avoid problem and will make the person who has authority/influence happy as much as he can.

'Missionary' leader. This type of leader is the person who
regards his own important and colleagues' importance as having more weight than any other things. He lacks efficiency because he wishes himself to be seen as a good person. At the same time, he wishes others to see that the leader is good. He will dare not risk in doing anything which he thinks his subordinates will not like it. He tries to please his subordinates until he forgets to realize about objective of the Working Unit. This type of leader will be regarded as having no initiation and likes to please his subordinates.

'Deserter' leader. This type of leader is the person who shows himself that he has no interest both at task and relationship/ consideration. He is the leader who lacks efficiency and does not consider about the success of work and does not realize about the morale of colleagues. Apart from he himself who does not work, he also does not make others work by showing protest or does not give data about work.

'Autocrat' leader. This type of leader is the person who thinks that he is more important than others. He has high self-confidence. He aims at completing the work without realizing about the morale of colleagues. He likes to threaten and squeezes others to work and uses his own method of work which he thinks is good without listening to his subordinate's opinion.

Pattern of leader who has high and low efficiency appears in the following picture:
PICTURE # 4 TYPE OF LEADER WHO HAS HIGH EFFECTIVENESS AND TYPE OF LEADER WHO HAS LOW EFFECTIVENESS ACCORDING TO 3-D THEORY OF REDDIN

<table>
<thead>
<tr>
<th>Developer</th>
<th>Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureaucrat</td>
<td>Benevolent</td>
</tr>
<tr>
<td></td>
<td>Autocrat</td>
</tr>
</tbody>
</table>

High Effectiveness

<table>
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<tr>
<th>Related</th>
<th>Integrated</th>
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<tr>
<td>Separated</td>
<td>Dedicated</td>
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Initiating Structure

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<tr>
<th>Missionary</th>
<th>Compromiser</th>
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<td>Deserter</td>
<td>Autocrat</td>
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Low Effectiveness
2.1.2 **PSYCHOLOGICAL CHARACTERISTIC**

Psychological characteristics means basic characteristics or psychological component which will create desired behaviour of the leader, comprising of five aspects of psychological characteristics:

1) INTERNAL CONTROL OF THE LEADER.

Internal Control is the general expectation of a person that the various things which he receives comes from his own deed. Whether or not it is good, for example, if one does a good deed, he will receive a good deed and if one does a bad deed, he will receive a bad deed in return, or if he puts a lot of effort, he will get a lot of return, or if he puts little effort, there will be little result. As regards External Control, it is general expectation of a person that the various things which he receives is not the result of his own deed but it is dependent on various causes from external, such as, fate or the quality within him which cannot be changed (Lefcourt.1980:209-210).

Internal Control-External Control is a certain kind of characteristics of a person which is general expectation due to past experience as to what he can do and how does it relate with other events. This expectation can be used to estimated other situations. Owing to this, the Internal Control External Control is psychological characteristics which can be used for forecasting behaviour of a person.

Result of analysis relevant to Internal Control has been studied much enough although the study will be from different groups, i.e. Research of Buck and Austrin. (1971:1841) wherein research study relevant to teaching on health/sanitation which aims at the learner to achieve the target set in studying similarly to other subjects. The research summarizes from sample group, i.e. that student discovers that
Internal Control creates encouragement to achieve performance. He is responsible for success and failure. He tries to achieve higher marks in order to get a technological reward and to be accepted by the teacher.

Strickland (1977:233-234) has summarized the research that those who believe in Internal Control will have a method and knows how to use the cue which is useful and has behaviour which will lead him to target in seeking something different from those who believe in External Control, as appeared in Task Performance wherein it was found that those who believe in Internal Control will work by considering about his own ability and will do according to the requirement of work. Will spend time in considering about work more than the other type. Will realize the value of success. Will consider about the part relevant to work without referring to others, or consider about social response. As for those who believe in External Control, they will work according to social influence. The said characteristics of deed that make people succeed in work. Those who believe in Internal Control will have working behaviour higher than those who believe in External Control.

Weiss and Sherman (1973:132) measured the Internal Control-External Control in order to forecast effort in working after they had a failure from the same category of work. The study group made were 41 undergraduates of Preliminary psychology, New York University, The experiment stated with talking with sample group to make them want to complete the work and they expect that if they tried to work hard, they will succeed. After that the researcher made them do jig-saw puzzle set which is very difficult that no one could succeed in joining the pictures. After the students experienced failure in the
first piece of work, the researcher made them join a second picture which is also very difficult that no one could succeed in doing it. In measuring trial in work from this study, and result of experimental showed that the under graduates have met with failure, those who believe in Internal Control still had hope that if they tried to work hard, they will succeed and spend more time to work more than those who believe in External Control.

As for research made in Thailand, there is result of research which supports Internal Control and high effectiveness or success in work as follows:

Ratana Prasertsom (1983 :84-85) has made a research in creating psychological characteristics to promote sanitary behaviour of primary school children by having important objective in experimental study in order to find out method which is highly effective in developing sanitary behaviour of school children by creating the most important psychological characteristics, that is, acknowledging the result of trial and the result of perseverance which is one of the components of the Internal Control in human beings. As for this sample group, that is, 150 primary, 5 school children were asked to draw a raffle in order to select the group altogether 4 groups. Experimented group 1 has been trained to learn about result of trial and tested on perseverance coupled together. Experimented group 2 has been trained on having perseverance. Experimented group 3 has been trained to acknowledge result of trial. Experimented group 4 is the group which has not been trained. Out of the 4 groups half of them were children that believe in their own Internal Control and another half are children which have been newly trained. Result of test was found that.

1. Students who have been trained to learn about result of
trial, report was made that they have sanitary behaviour higher than school children who have not been trained about result of trial.

2. Students who have been trained to have perseverance, it was reported that they have higher sanitary behaviour than school children who have not been trained to persevere.

3. Those who have been trained on both aspects do not receive benefit more than those who have been trained on one aspect, but they receive better result than those who are in control group. When considering on characteristics and background of school children, it appears that school children who are highly aware of timing in the future aim at being hygienic than school children who are lowly aware of timing in the future. School children who believe very little in Internal Control, who received training on perseverance are more hygienic than school children who highly believe in Internal Control who received training on perseverance. Training to learn the result of perseverance has no influence on sanitary behaviour both in the group that have high and low Internal Control.

Nath Bhanthunavin (1985 : 5–6) has studied about Internal Control of chief agriculturist and effectiveness of group by using sample group of agriculturists in 4 provinces in the Contral Region, i.e. Angthong, Chainat, Lopburi and Saraburi. Altogether 80 persons classified into 40 chief agriculturistts who have high effectiveness and 40 chief agriculturists who have low effectiveness. Criteria for measuring effectiveness of this agriculturist group is from Agricultural Extension Department, Ministry of Agriculture and Co-operatives in (1983) wherein the said criteria considers about the components as follow:

1. Financial Status


5. Result of work of the Directors and members of the group.

The above criteria will be decided by having 30-100 marks will be regarded as being the group with high effectiveness and if the marks obtained is less than 30 marks, it will be regarded as having low effectiveness. As regards the forcaster about effectiveness of group, learning the clear characteristics of work of the chief is variable which forecasts effectiveness of group as high as 49%. When increasing characteristics of LPC of the chief as second forecast, the percentage of forecast will increase to 66%. When increasing Internal Control of the chiefs as third forecaster, we are able to forecast experience of group which increased to 71% and when considering the frequency in calling for a meeting as a fourth forecaster, the forecasting power to the effectiveness of group will increase to 74%.

2) FUTURE ORIENTATION OF LEADER.

Future orientation is knowing how to think about future which is very long and find that there is good and bad result which may occur in the future, both near and far which will happen to ourselves and the society in the future wherein such person will have to be able to control himself to persevere or control himself. Therefore, controlling oneself means an ability of a person to cause or deed or to refrain from doing certain kind of deep which has to use perseverance or sacrifice and is able to do that behaviour in a quantitative way and suitable quality long enough to lead to the required result in the future (Mischel and Mischel 1974: 287)

Aiming at future is the thing which happens continuously
in the same event, that is a person will have to require future result
more than present result and then perform to achieve future aim, i.e.
perseverence has two steps of process. The first step is the cause
which will make a person select a much better result which will come
in the future instead of receiving little result in the present time.
That is aiming at future. The second part of perseverance is taking
action step by step in order to lead to required result in the future
which one has to practise for a long time or has to wait for a long
time to obtain the result. This part of ability is self control.
Therefore, the person who emphasizes in different aspects of this
event will call this event differently, that is, the person who
emphasizes the cause of decision for selecting and seeing the result
which will happen in the future through his own deed, will call this
event that 'future orientation'. As for those who emphasizes ability in
performance in order to wait for the required result will call this
event that 'self control'.

Since 'future orientation' and 'self control' are the event
that happens continuously, therefore, sometimes we cannot separate
what is what. But, however, future orientation originates from past
experience of a person concerning stability of environment. Therefore,
if such society has high relationship of environment by depending on
nature, such person in the society will be able to forecast thing will
happen in the future moderately enough. People in that society will
have also high future orientation. When a person has high future
orientation, it will make that person work hard in the present time in
order to wait for future good results. In various societies in the
present time, when society is more progressive, the person has to wait
longer for the result of his deed, i.e. practise according to law
for peacefulness of people. Practise according to scientific principle in order to have long-term good result more than instantly (Skinner 1986: 568-574), i.e. stop smoking in order to have good health and long life. Therefore, Thai society which is getting more progressive each day, people have to wait for result of his own deed increasingly, especially Thai civilians, teachers, professors in institutions have no power/force, but they have kindness/favour, therefore, they only have to wait result of deed in the future.

The said future orientation has high relationship with success of work, that is, each step of work will result in success, or progress of a person in the future. Success in each step will encourage people to work in the next step on order to achieve the target in the last step. At the same time failure in the primary steps will step that person to work in the next step. Therefore, any occupation which has continuous steps and is successful in the primary steps will help people to reach the target in the last step. It will enable a person to use his effort in work so as to create a good result in the future. This is to train people to know how to have future orientation.

On the part that is related to future orientation, government service ought to respond highly to those who have future orientation, because although government service does not give much salary at the primary stage, but remuneration will increase when they go on working and if such civil servant works well there is chance for being promoted and the salary will be higher. Therefore to work in the government one has to persevere in order to receive a better result in the long run. Apart from the position which will become higher and salary which will increase continuously, civil servants still
receive various aspects of welfare, i.e. medical fee, children's school fee as well as pension when retiring. This is to guarantee against firmness in future life. Therefore, those who aim at entering government service are the persons who have future orientation characteristics. But condition or work in the government conceals the person not to have chance of showing future orientation behaviour. Future orientation ought to be developed in the government in the present time, because in working for the government, one has to consider about the benefit of the whole as a principle point, because the characteristics of work in the present time, will encourage the civil servants or give chance for them to be dishonest in order to seek benefit for his own. Future orientation, therefore, is to retrain from need in the present time, because one can forecast the bad result which will follow. This will help to prevent dishonesty in performing work.

3) MORAL REASONING OF THE LEADER

Moral reasoning means a person gives reason in selecting to do or not to do certain behaviour. The reason which we are mentioning about will show encouragement which is behind each person's deed, but there is a thing to be noticed that those who have different morals can always have similar deeds. Kohlberg's theory for developing morals mentioned that Morals characteristics of a person comprise of important aspects, i.e. knowledge and morals feeling, moral behaviour and moral reasoning, it was found that moral reasoning, majority of children will have in the first year of schooling and development in this aspect has not much change in the following year. As for moral reasoning behaviour, majority will be dependent on characteristics of situation which makes this aspect of study and development become
difficult. Kohlberg, therefore, sees that the use of reasoning to
decide to select to do a certain thing in various situation, will
show mental progressive of a person in an orderly way. In addition,
we may understand behaviour of a person in various situations and
finally one may be able to use moral reasoning to forecast his moral
behaviour in each situation.

Kohlberg believes that when a person attains adulthood in
moral, he will use moral reasoning clearly. Moral reasoning is not
dependent on criteria of any society specifically, because moral
reasoning is not to estimate a deed as "good" or "bad", but it will be
to use profound reason, difficult to understand increasingly. The
highest step of moral reasoning is the sixth step of Kohlberg is what
philosophers accept that it is pure moral reasoning which does not mix
with other categories of reason. Therefore, the highest moral
reasoning has international characteristics of reason which is wide
and does not conflict with each other and has foundation from having
principle and does not take its own side and is idealistic (Kohlberg
1976:31-53). These six steps of moral reasoning, Kohlberg has
obtained from analysis of American youngsters aged 10-16 years old
relevant to reason in selecting to do one of the behaviours in
contradictory situation between personal requirement and criteria of
a group or society. Kohlberg has classified category of these moral
reasoning into six categories, and arrange these reasons according to
the age of the user of such reason, by quoting reasons answered by
10 year old youngsters up till the sixth reason which the answerers
are 16 years old. Six steps of consideration of Kohlberg has
been arranged into 3 level as follows :-
LEVEL 1 is the level before complying to the rule (2-10 years old). He will decide to do what is beneficial to him without considering about the result which will happen to other people. At the first step the aims at avoiding punishment because he is afraid of the pain and is willing to follow the adult’s instruction because that adult has power more than him. Second step is he will choose to do what will bring him satisfaction. He will begin to learn how to exchange in a child’s way, that is, if his friend does anything to him, he will do it likewise in return. If his friend gives something to him, he will give his friend in return, etc.

LEVEL 2 is the level which children can comply to the rule (10-16 years) means he can do according to criteria of a sub-group or behave according to law and religion. People who have moral at level 2 still needs external control, but he is able to feel how other people thinks. He is able to show his role in society. At Level 3, the person does not know himself. He likes to follow other people, especially friend. As for Level 4, the person is aware of his own role and duties in the capacity of a unit in society, therefore, he knows that he has duties according to criteria which his society specifies or expects.

The following table is shown the Six steps of moral reasoning classified into three levels under theory for developing morals of Kohlberg.
## TABLE 2.1

**SIX STEPS OF MORAL REASONING CLASSIFIED INTO THREE LEVELS UNDER THEORY FOR DEVELOPING MORALS OF KOHLBERG**

<table>
<thead>
<tr>
<th>THE STEP WHERE MORAL REASONING IS USED</th>
<th>LEVEL OF MORAL</th>
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<tbody>
<tr>
<td>STEP 1. Learn how to avoid punishment (2-7 years)</td>
<td>1. Level before complying to the rule (2-10 years)</td>
</tr>
<tr>
<td>STEP 2. Learn to seek reward (7-10 years)</td>
<td></td>
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<tr>
<td>STEP 3. Will follow what other people agree (10-13 years)</td>
<td>2. Children complying to the rule (10-16 years)</td>
</tr>
<tr>
<td>STEP 4. Will follow according to duties in society (13-16 years)</td>
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<tr>
<td>STEP 5. Will do according to promise (16 years up ward)</td>
<td>3. Level beyond complying to the rule (16 years up ward)</td>
</tr>
<tr>
<td>STEP 6. Will able to international idealism (adult)</td>
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</tbody>
</table>
LEVEL 3 Level beyond complying to the rule means making decision from various conflicts by weighing in his mind and decide according to importance. Step 5 means seeing the importance of big group and do not act contradictory to other people’s right and is able to to controll his own mind. As for Step 6 which is the highest step, show both international feeling other than principle in his own society and be adjustable in morals for aim at final stage which is great idealism. In addition, there is a motto which is similar to Buddhism philosophy called "prudence/shame" which means shame from committing a bad deed and fear against sin.

From 1976 onwards, a study was made on principle for making decision and moral reasoning was used by the Thai people by adhering to such theory in order to examine that development in making decision and using reasoning of the Thai people will have pattern and structure according to theory principle or not wherein result of research by majority has given data which confirms that structure of development of decision and the use of reasoning by the Thai people corresponds with the research work which says that.

Development of morals in Thai adults will stop in the second stage. Those who believe in their own power at medium level will use moral reasoning from steps 2–5, but will emphasize on principle in step 3 most of all. (Snarcy 1981 ; citing Blatt n.d.)

In addition, moral reasoning is still verl much related to desirable behaviour as shown in the research of Vichien Rakkarn (1979 :112) who has studied about psychological behaviour of under graduates of volunteer group for developing rural areas, which is beneficial
group to the whole when compared with undergraduates in the same classroom, similar sex and age (who have not applied) altogether numbering 240 persons. The researcher found that volunteer undergraduates for developing rural areas have clearly seen higher moral reasoning than undergraduates who have not applied as volunteer for developing.

As for analyzing honest behaviour of youngsters, Duangduen Bhanthunavin and Phenkae Prachonpatcharuek (1977 : 102-103) have made a study on 1,400 students studying in government school and male / female undergraduates aged between 11-25 years old in Bangkok area, result of research obtained was found that youngsters who have moral reasoning and aim highly at future will both hardly cheat in playing games.

4) MENTAL HEALTH OF LEADER

Mental Health is the word which has broad meaning and many have given various definitions.

Jahoda (Duangduen Bhanthunavin, 1981:31 referred from Jahoda n.d.) has considered about 6 aspects as follows :-

1. consider about meaning of mental health in aspect of self -respect.

2. Considering Autonomy means independent from his society.

3. Considering from ability in controlling environment, responding to surrounding environment.

4. considering from ability in developing oneself up to the highest point.

5. considering from accepting the fact, that means acknowledgement without wanting to distort from the fact, ability in understanding other's feeling.
6. consider from change of personality, that means ability to look at life of a person as a whole and ability to resist strain.

Mouly (1965:465) has given definition relevant to mental health that it is ability to adjust himself to suit the situation suitably.

Duangduen Bhanthunavin (1981: 79) has given definition that mental health is the level of worry which comprises of afraidness in many matters without proper reason, depressed, get angry easily, easily excited, lack of concentration, lack of courage, afraid of fault. In addition, it still covers physical problem. Those who have good health should not worry much, must learn to adjust himself and accept the event without distorting the fact, i.e. headache, weak and other abnormal causes.

From the above definition of mental health, it can be summarized that mental health means ability to adjust himself to suit the environment and it is level of worry. Those who have good mental health will learn how to adjust himself with the environmental condition and do not worry much.

Mental health is very important as it is a tool used for forecasting general behaviour jointly with wisdom and social-loving of such a person, as appeared in juvenile delinquency problem in England that youngsters which later have become juvenile delinquents, 63% of these youngsters are revealed by teachers' reports that they have distinct nervous emotions. In additions, criminals who are currently imprisoned have more nervous trouble than normal people (Eysenck.1970:60) showed that those who have poor mental health as well as other problems has a part in creating anti-society behaviour.
Mental health will relate behaviour beneficial to society as a whole and has a part in helping to develop the society, i.e. According to Maslow’s theory (1954 : 196), it is believed that a person will need for Self-actualization means a person will have to pass through a lower need totally beforehand which shows that Maslow believes that a person’s mental health is an important factor which will make a person develop as required up to the highest step (Duangduen Bhanthunavin 1981 : 12) which when a person develops up till the highest level, that person will be ready to develop himself and the society as appeared in a report of a research which found out that Thai agriculturists who participated as members of economic groups are the persons who have higher demand of fact than those who are not members which means that Thai agriculturists who have behaviour in developing the country have high development mentally which corresponds with Maslow’s Theory (Cherdla Sunthornvipart. 1978 : 112).

In addition, in making research about Thai youngsters there is a research work which was found that the reason why youngsters have deteriorated mental health is a weak point of person which will change him to a person who creates social problem in the future (Supote Chakkuthip. 1978 : 124).

As regards research on teacher’s and government official’s mental health which show working behaviour, there is a research on characteristics of civil officers prepared by Chintana Bilmart and other (1986:191-192) which concluded that female civil officers will have better mental health than male civil officers and old civil officer group who have long been in service will have better mental health than young civil officer group who have just started working.
As for important forecast relevant to characteristics of work which corresponds with habit, it was found that the old civil officers who have been working for a long period will answer that they have good mental health as it is what they, more than new civil officers.

In addition, in making a research about Administrator of Educational places, Vocational Education Department which Pinit Sawangkam (1987:89-103) has studied from sample group of 120 persons, it was found that administrator who are unmarried women have problem in controlling their emotions or mental health at the highest, 75%, but married women administrators have minimal problem on mental health, that is 36% while male administrators, both unmarried and married have a lot of problem, medium-level problem, which is 50-56%.

Lalita Sunthornvipart (1988: 82) is another person who studied on mental health and effectiveness of work and found that effectiveness of the chief in Crime Suppression Office of the Government and Financial Inspection of the State who have long been serving the government and are females will have higher mental health than financial inspection of the state who are females and have newly joined the government office.

As for working behaviour of teacher, Sakdichai Nirunthavee (1989: 168) has studied about the difference of working behaviour of teachers under the jurisdiction of Bangkok Metropolis. It was found that teachers who have high internal control will have little mental problem (Marks obtained from measurement of mental health shows that they have good mental health.) and have positive relation with good attitude towards working picture at high level.
Russell and other (1987:269-274) have made a research study relevant to stress in work, support from society and abnormal mental and physical health of 316 primary and secondary teachers at Iowa State, USA and found that support from chiefs and colleagues can forecast about stress situation by 5.0 - 6.3 %. In addition, there is result of research of Chemers an Hay, Roadwall and Vilchoki (Chemers and other 1985:628-635) who made a research on stress in work by using Situational Leadership of Fiedler to apply for use by bringing sample group of 51 University administrators to inquire in text relevant to characteristics of chiefs, level of situation control under responsible scope which causes stress in work which affects physical and mental health. Result of research summarizes that the administrator who has leader characteristics and suitable level of situational control will have little stress in working and has little problem on physical health. In addition, they will take leave from work less than those who are unsuitable to the situation.

Later, Chemers, Hill and Bang-on Soras (1986:2-9) have studied 464 principles of primary and secondary schools in U.S.A. by using LPC measurement, measurement structure of group and power measurement of Fiedler, including measurement of stress in performing work of Fiedler and other as well as examining physical health by medical method. As for mental health, Lagner's measurement was used. Result of research appeared that principals who have suitable characteristics with the group will have less stress with present and future work, as well as having physical and mental health better than principals who have unsuitable characteristics with environment in their work.
Conclusion on mental health which have importance to people and behaviour of people, especially working behaviour.

5) GOOD ATTITUDE TOWARDS WORK OF LEADER.

Attitude is category of psychological characteristics which is a trend or feeling to respond in a good way or a bad way or it may be mentional that attitude is a person's suggestion towards various thing by having emotion as a component as well as readiness to show a specific behaviour (Shaver 1977:168)

Good attitude towards work comprises of two parts,
1. attitude towards the working condition
2. attitude towards the working behaviour, according to the following details.:

ATTITUDE TOWARDS THE WORKING CONDITION.

Generally, the word 'satisfaction of work, the word 'will to fight/morale' and encouragement in work as well as the word 'attitude towards work' can be used in place of one another as they have similar meaning. However, if we would give meaning of attitude towards condition of work or satisfaction of working, means, efficiency/effectiveness of work of a person, attitude towards work in positive (+) way can be regarded as having satisfaction in work.

Therefore, attitude towards work is a good feeling about work which one is performing as one loves the work and is interested, ambitious and happy to work and is obligated with working unit, is proud of the success of work which he performs, therefore, technologists regard it that difference in work is part of the attitude.

Attitude towards working condition or satisfaction of work, Locke (1976:1302) has shown that factor which has result towards
satisfaction is performing work is the subject of characteristics of work, salaries, promotions, receiving respect, supportive benefit, working condition, demonstration of work, colleagues, working unit and management which when considering about result of research which is related to attitude towards working conditions, it will be found that research of Tin Pratchayaprut (1984:20) who prepared the subject on Chief of Technical Section: Relationship between social characteristics, economics and performing method in personnel administration together with satisfaction in work and success of such work, it was found that Chief of Technical Section who have already had high technological position will enable good result of work which corresponds with foreign technological analysis which specifies that chief of work who has high technological position will have good attitude towards work and will also enable high success in work (Andersen and King 1987:14).

In addition, there is interested work of Hollander and others. (1970:211) which indicates that chiefs who passed through election will have self confidence in position and will be resolute in making decision on behalf of the group, who will work so as to cause satisfaction in work as a whole, which shows that in entering into such position will also cause an impact to attitude of work also. Not only that, Shaw, (1980:81) still ascertains that qualification or position of chief of sub-group causes a high impact to ability of the group's work. At the same time, Openshaw (1980 :2470-s) also found in a research that Administrators of Undergraduates Institution will have satisfaction in work higher than lecturers in Technical Section.

As for Thai research which specifies about behaviour of working condition which has relationship with behaviour in working,
there is a research on difference and behaviour of teacher’s work under Bangkok Metropolis of Sakchai Nirunthavee (1989 : 172) who found that teachers who have attitude towards conditions of work will have working behaviour in performing higher work. Behaviour in adjusting himself to be able to work on something new as has been mentioned in the above research, corresponds with behaviour in accepting new agriculture which Napon Samma (1988 : 128) has made a study on 162 Sub-District agriculturists at Chorlae Sub-District, Mae Taeng District, Chiengmai Province and specified that acceptance behaviour in new agriculture will give result only when agriculturists have good attitude towards the new thing. They also know that if they follow, they will be successful in work.

In addition, this working behaviour still means also behaviour to do for the whole and for a group, i.e. behaviour in being group leader of working group of Boonrub Sakdimance (1989:132) who made a research and found that government officials who passed training course will have a good attitude ready to have working behaviour for the benefit of Working Unit. They also change working behaviour.

ATTITUDE TOWARDS WORKING BEHAVIOUR

In this subject of working behaviour, Thai technologist, Duangduen Bhanthunavin (1985 : 21-35) has tried to give definition of this word by using her own research and by compilation the result of other’s research wherein desirable behaviour of civil officers was obtained or herein it may be called 'working behaviour' which means behaviour in using knowledge, ability, experience in working according to duty to the one’s ability, for the benefit of the whole and for the country more than his own or colleagues’ benefit. It also means perserverence towards obstacles which originates from
too many rules and regulations in the government. The chiefs and colleagues are weak in duties and the budget is limited.

Definition of working behaviour as mentioned above shows the important cause of working behaviour which ought to create atmosphere of government's work in order to encourage subordinates to turn to performing good things, and exempt from doing bad things and participate in developing Working Units. When considering about the result of research which is near this working behaviour, it appears that compilation about effectiveness of Thai teachers which specifies that a good teacher who is able to teach the children to be highly capable must be the person who has knowledge in teaching, has human relation and has moral behaviour (Suvannathat. 1983:22-29).

Research on the said subject also shows about Thai teachers who have constraint as they are under government system is school which later there was a research made on characteristics of teachers where students have high morale, by Boonkorb Visamitananda (1984 : 72) who has studied about 500 school children and it appeared that primary teachers who have good attitude towards working behaviour will have knowledge on training children more than teachers who have good attitude towards working condition, that is they are satisfied and accepting one another.

When looking at another research work which has similarity, regarding characteristics or civil officers, by Chintana Bilmart and others (1986:163) it appeared that working behaviour is similar to variable related to work which the person likes. Such research work has concluded that civil officers who works in the line he likes will have better working behaviour than civil officers who do not work in the line he likes. In addition, in researching relevant to
creating psychological characteristics, in order to develop working behaviour in government service of Boonrub Sakdimanee (1989:136), it appeared that in working behaviour, those government official groups who received training in creating psychological characteristics will have good attitude towards work more than group of government officials who do not receive any training.

Behaviour in working as mentioned above shows that attitude is important to working behaviour as appeared in the research of Sakdichai Hirunthevi (1989 : 165) on the subject of difference and working behaviour of teachers under jurisdiction of Bangkok Metropolis which found that teachers who have working behaviour are teachers who feel that they have been supported to work and they themselves feel that they are part of the colleagues.

From the above research, it may be explained that working behaviour is a feeling or satisfaction as well as perseverance, honest to work with colleagues and feel that he is part of the members in the working unit as an important point.

2.2 WORK EFFECTIVENESS

WORK EFFECTIVENESS means success which originates from effectiveness in working by the leader jointly together with situation of group at that moment (Fiedler 1987:23). Work effectiveness may be estimated by using two types of people which are subordinates (Group's Effectiveness) and administrators (Leader's Effectiveness).

2.2.1 GROUP'S EFFECTIVENESS

There are many technologists who tried to give definitions of the word 'effectiveness of groups' by explaining that it is ability of people to work together in order to attain the target specified under a situation wherein it means atmosphere of working together
in a group and if situation warrants, administration will be very effective. But if situation does not permit, administration will hardly be effective (Reddin 1970:43).

Fiedler (1967:11) has given definition that it is ability of people to work together in order to attain target of work which has been set. This includes behaviour of a person in working and the atmosphere of work in the group is beneficial to attaining the target.

Therefore 'Group's Effectiveness' herein means Provincial Educational Office and District Educational Office which means volume of success of an office in performing important work. Tool for measuring the work of group has to estimate relevant to performance of leader and of the group. Effectiveness of group therefore, emphasizes on working performance as an important point.

But Fiedler and Garcia (1987:53) has given additional suggestion that group effectiveness ought to emphasize on every important aspect of the group. In addition, group effectiveness will be obtained from estimating or comparing various groups in the same organization by looking at environmental condition of each group.

However, there are other technologists who have given supportive ideas that the matter of group effectiveness ought to use many criterias, i.e. will to fight or morale, encouragement of group members, satisfaction in work, co-operation in work, absence from work, safetiness and production, etc.

Therefore, group effectiveness means ability of administrator and subordinates in working together in order to attain target set. This also includes how a person behaves in performing the work as well as working atmosphere in the group beneficial to attaining the target.
2.2.2 LEADER'S EFFECTIVENESS

Steers (1977:155) has given definition that leader's effectiveness is that such leader has used his ability in making selection, in administration and in using resources to attain specified objectives.

Argyris (1964:118) has give another definition that it means the leader is able to find a guideline in working to satisfy the subordinates and at the same time is looking for guideline to bring the Working Unit to work so as to achieve the specified target also.

As for Morphet and others (1967:93-97), they have given another definition that ability of leader who will have the duty to encourage his subordinates to work for the Working Unit voluntarily. At the same time, the leader will diputize in co-ordinating work for such unit to meet with success.

From the above definitions, when comparing, it may be concluded that leader's effectiveness is ability of leader in using knowledge and experience in administering the work in order to pursue his subordinates to perform the work as targeted. That means that effectiveness of leader ought to consider about production of Working Unit or success of target, firmness and adhesion of group as well as ability in pursuading the subordinates to perform work until meeting the target set.

As regards this research, equipment for measuring leader's effectiveness has been selected by letting the subordinates do the estimation. Criteria for estimating brought from research work of both foreign and domestic technologists has been applied for use with research work as per following criteria:
CRITERIA FOR MEASURING GROUP’S EFFECTIVENESS

From suggestion guideline in research of Chemmers and Ayman (1985: 359-367) and Iaffaldan and Muchinsky (1985:251-273), it has been concluded that group's effectiveness should be measured in eight aspects, i.e.

1. Quality of output of work.
2. Volume of output of group.
3. Punctuality in work.
4. Absence from work by subordinates in the group
5. Change of group.
7. Morale and encouragement in working as a group; and
8. Co-operation in the group's work.

As regards the above estimation, Chemmers and Ayman have experimented, it appeared that uncertainty in estimating of superior to chief is 69.9 % (Chemmers and Ayman 1985:363).

Later, Lalita Sunthornvipart (1988 : 50) has adjusted the use of Chemmers' and Ayman's tool in researching about characteristics of Chiefs of the groups relevant to effectiveness of Working Unit on Crime Suppression in the government. The said measurement has text relevant to effectiveness of subordinates of primary level of chief in eight aspects, i.e.

1. Quality of output to work.
2. Volume of output of group.
3. Punctuality in submitting work.
4. Level of group.
5. Change of group.
7. Moral and encouragement in working as a group.

8. Co-operation in the group's work.

In making this research, group's effectiveness will be measured by using estimation of Chemmers and Ayman (1985) and estimation of Lalita Sunthonvipart (1988) for use as a guideline in estimating the group, by following texts:

1. Quality of output of work.
2. Volume of output of work.
3. Punctuality in work.
4. Absence from work.
5. Change of group.
7. Morale and encouragement in working.
8. Co-operation in work.

The research expects that criteria for estimating the eight items of group's effectiveness will be a tool for measuring effectiveness of group, in a good coverage.

As regards research work on effectiveness of chief and effectiveness of group, there are the following important text:

Edward (1984: 89-A) has studied the conformity between effectiveness of Principal of Secondary School and situation or condition according to theory on effectiveness of situation leader of Fiedler, or in other words, study about interaction between characteristics of Situational Leader or difficulty/easiness in administering the group's work. Sample group which Edward used for research were Principals of Secondary School at Hillborough City by using LPC measurement as a tool in measuring leader characteristics and he has used Questionnaire which he had prepared himself to measure...
work effectiveness of the administrators. Edward found out that characteristics of administrators measured by LPC pattern has negative relationship with effectiveness, when the administrator in the situation which can easily be controlled and not difficult. Result of said research corresponds with effectiveness of Situation Leadership Theory of Fiedler as mentioned above.

In 1966, Fiedler and undergraduates experimented in order to compare high and low Task Orientation in various situations (Fiedler and others 1966:301-314). There were altogether 27 groups. Each group comprised of American chief, with two subordinates who are Arabians. In certain groups, the chief will be high and low task orientation and half of chief of both types were trained to work with foreigners which were Arabians, by training to learn custom and culture as well as how the American think. Another half was made to control, to learn geography of Arab only. After such training, members in 27 groups were made to work on 3 categories, i.e. job with plan, job with uncertain plan and bargaining job of partnership in international activity. Result of experiment appeared that group with Task-Orientation, both with and without plan, can work better than group with low Task-orientation, but the group with chief as low task orientation, can do better work than group with chief as high task-orientation, in the job with bargaining. As regards report of members on atmosphere in the group of people, group with chief as low task-orientation has better atmosphere than group with chief who has high task-orientation.

It will be seen that the above experimented groups are hard for each chief to administer because the chiefs and subordinates speak different languages naturally relationship between the chiefs
and subordinates are not good. Power of chief in each group is also little. Therefore, chief with high task-orientation will be more effective than chief with low task-orientation which corresponds with result of other researches of Fiedler and others.

In 1967, Evers (1967:4249-A) has made a research relevant to effectiveness of principals of schools in Wisconsin. Sample group for research was 76 principals wherein, relationship between principal of school and colleagues as well as position power of principals have relationship between effectiveness of work. Principals who can perform the best work in difficult or not so difficult situation are the principals who have high task-orientation. As for principals who can perform the best work in the situation which is difficult or easy to control the group are the principals which have low task-orientation. It was found that behaviour or characteristics of principals, relationship between principals and colleagues as well as position power of principles are able to jointly forecast effectiveness of work. Relationship between principals and colleagues is the highest forecast body.

In 1975 Virush Jiembanchong (1975: 30) has experimented by using LPC scale of Fiedler in classifying grade 9 school boys of a Demonstration School (Secondary class) wherein 28 school boys who are high task-orientation was obtained and 48 school boys who are low task-orientation was obtained and separated them at random into a group of two or four, by arranging those who have the same characteristics are in the same group. Then let the 16 groups perform a creative piece of work (5 pieces), the important result of research obtained was that the group where members are high task-orientation has better volume and quality of work great confidence. In
addition, it was found that group comprising of 4 boys who are high task-orientation has higher volume of work than similar size of group where members are few task-orientation, and higher than a group of 2 which have both categories of members.

CRITERIA OF MEASURING LEADER'S EFFECTIVENESS

From suggestion guideline in research of Chemmers and Ayman (1985:359-367) text in measuring effectiveness of leader has been specified, in 5 aspects:-

1. Ability to direct which means ability in using resources, both persons and tools including other resources in planning, entrusting work and advising, teaching the work to subordinates in an efficient way.

2. Ability in liaising work between administrators and subordinates which means communicating the requirement of subordinates to the superintendent and relaying policy or instruction from superintendent.

3. Ability to maintain relationship and good atmosphere amongst subordinates.

4. Ability to manage with the conflict which means ability to avoid or remedy the conflict problem which may send an impact to the total effectiveness of group.

5. Ability to maintain justice in administering and being earnest to the subordinates.

As for criteria for measuring leader's effectiveness, according to research of Lalita Sunthornvipart (1988: 49), measurement of text in measuring effectiveness of chief in administering the work has been made in 5 aspects also, i.e.

1. Ability in directing.
2. Ability in liaising work between superintendent and subordinates including other people in the Working Unit.

3. Ability to maintain friendship and good atmosphere with the subordinates.

4. Ability to manage with the conflicts.

5. Ability to maintain justice in administering and being earnest to the subordinates.

Therefore, in measuring leader’s effectiveness in this research has to depend on 5 aspects of Chemmers and Ayman (1985) and measurement pattern which has been developed of Lalita Sunthornwipart (1988) as guideline, as follows:

1. Ability in administering the work which means ability in using both human resource and equipment as well as other resources in planning, entrusting the work and advising work to the subordinates in an effective way.

2. Ability in Co-ordinating administrative work between administrator and subordinates so as to learn about policy and perform that work until effective.

3. Ability in maintaining relationship and good atmosphere amongst personnel in the office or it can be mentioned in another way as maintaining the atmosphere of colleagues in order to promote the guideline of work for high effectiveness.

4. Ability to eliminate conflicts which will destroy friendship in the group as it will send an impact to the effectiveness of the whole, or the administrator will show earnestness to the subordinates. Criteria for estimating effectiveness mentioned above, the research expects that it will be capable of estimating the result of leader very well.
2.3 REVIEW OF THE PAST STUDIES

2.3.1 REVIEW OF THE PAST STUDIES CONCERNED TO THE LEADER'S CHARACTERISTICS

OVERSEA RESEARCH

Over research relevant to leader's characteristic are as follow:

Hemphill and Coons (1957) of Ohio State, U.S.A.: questionnaire were prepared and research was made by letting employees in various sectors fill in details about behaviour of chiefs wherein 1,400 information were compiled and classified into groups, 9-dimensions, i.e., cooperation, good understanding, succeed in work both in volume and quality, representing group, reward and punishment, acting as part of the group, causing change in the activities of the group, respect in other's idea as well as classifying duties and policy in implementing the work.

Halpin and Winer (1957) have improved the tool for measuring behaviour of Hemphill and Coons and used it for measuring behaviour of Air Force Commanders by letting 52 commanders answer the questionnaire and let 300 Flyers describe about behaviour of their own leaders. The researchers have tried to compile and fill in various behaviours in the 9-dimensions of Hemphill's and Coon's questionnaire, but it appeared that they were not able to judge and specify the dimensions. Therefore, they have made a total conclusion of leader's behaviour, into 4-dimension Leader's behaviour, i.e. Consideration, Initiating Structure, Production Emphasis and Sensitivity. But the important dimension which majority of leaders follow are Consideration and Initiating Structure.

Flesman (1970) has made a research in industrial factories
and confirmed that the first two dimensions, which are, Consideration and Initiating Structure are clearly seen to relate. Halpin's and Winer's questionnaire has therefore, been reduced to remain 2-dimensions, i.e. Consideration and Initiating Structure. This questionnaire was later on known as LBDQ or leader Behaviour Description Questionnaire which is now used for measuring leader's behaviour popularly.

Napier (1967) has studied about relationship between leader behaviour and slogans of teachers and found that leader behaviour towards subordinates in morale and encouragement in working of subordinates.

Purrington (1967) has made a research on leader behaviour and found leader behaviour in administering personnel work in schools has result towards effectiveness of work of the schools.

Lambert (1969) has made a research on leader behaviour of principals of schools and found that leader behaviour do relate with morale and encouragement as well as performance of teachers.

Cook (1971) has made a research on leader behaviour of principals of schools in Ohio State, Michigan and Indiana by using tool for measuring leader behaviour called LBDQ which is to measure leader behaviour where it concerns Consideration and leader behaviour on task-oriented aspect and found that output of work of the schools have relationship with behaviour of leader or principals in Consideration dimension, and morale of teachers has relationship with 2-dimension of leader behaviour of principals.

Moore (1971) of California University has made a study in order to find out relationship between efficiency in administration and effectiveness of schools and found that leader behaviour has high
relationship with efficiency and effectiveness in managing the education of school.

Truitt (1975) of North Carolina State University has made a study to seek relationship between leader behaviour of principals and outcome of work of the schools in secondary class in North Carolina by using LBDQ (Leader Behaviour Description Questionnaire) and School outcome questionnaire by letting the teachers and principals answer the questionnaires and it was found that Leader Behaviour of principals do have positive relationship with the outcome of school significantly, by having relationship of both dimensions and outcome of school higher than relationship between behaviour (one way on the other) with outcome of school.

**DOMESTIC RESEARCH**

Research study made in Thailand relevant to leaders has long been widely interested which as long as we know and ought to be mentioned is as follows:-

Samarn Veerakamhaeng (1980) has studied about behaviour of leader of teachers' Training Colleges, i.e.22 Principals and Directors, 264 lecturers by using LBDQ (Leader Behaviour Discription Questionnaire) for use for the first time in Thailand. This study is to study leader's behaviour which is true and ought to be in the minds of administrators and lectures. Result of study indicated that administrators of Teacher's Training Colleges ought to have high leader's behaviour on both sides, specifically relationship behaviour and it also indicated that attitude of administrators/principals and lectures in Behaviour of administrators has no difference.

Vichit Dheerakul (1982) has made a study on Leader Behaviour of principals of secondary schools in Bangkok Metropolis by using
variables as sex, experience and qualifications, it was found that principals who have high qualifications (Master's Degree) showed Leader Behaviour both in relationship and in task more than principals who have lower qualification. Principals who major or minor in Education, Arts and law at B.A. Degree has a trend to administer the work better than those who studied in other subjects. Principals who studied in administration and information at higher level than B.A. Degree has more efficiency in working than those who did not study in the said branches. Male principals has relationship behaviour more than female principals. But female principals are more task-oriented than male principals.

Narong Ramaneyakul (1984) has made a study on Leader Behaviour of principals in primary Schools in Sukhothai province by classifying Leader Behaviour into democracy, liberal and autocracy, it was found that:

1. The 3 types of administrator sends not so different impact to morale of subordinates.

2. Social status, i.e. qualification, age, gap and experience has no impact to leader type or leader characteristics.

3. Principals who have high qualification (diploma or sub-degree; B.A. Degree) send an impact to morale or encouragement of teachers higher than principals who have lower degree.

Chanyong Ngarmyat (1976) has studied about relationship between leader characteristics of principals and atmosphere of the organization of 19 Secondary Schools in Bangkok comprising of 19 principals and directors, 443 teachers by classifying Leader Behaviour into autonomy, liberal and democracy and classified atmosphere of the organization into 8-dimensions, i.e. Disengagement, Hindrance, Esprit,
Intimacy, Aloofness, Production Emphasis, Trust and consideration according to Halpin and Croft. It was found that Leader Behaviour has relationship with the atmosphere of the schools in every dimension.

Hanchai Sanguanhai (1986) has studied about Leader Behaviour of administrators of 14 Teachers' Training Colleges and organization atmosphere of Teachers' training Colleges in the Central Region numbering 400 teachers by using LBDQ and OCDQ (Organization Climate Description Questionnaire) of Halpin and Croft by classifying behaviour of lectures into 4 dimensions, i.e. Disengagement, Hindrance, Esprit, Intimacy and behaviour of administrators-4 dimensions, i.e. Aloofness, Production Emphasis, Trust, and Consideration, it was found that atmosphere for the whole is bright and valuable, Relationship behaviour and task-oriented are medium. Leader Behaviour, consideration/ relation have positive relationship with atmosphere of the organization significantly.

Surachart Sungroong (1987) has studied about relationship between Leader Behaviour and satisfaction of primary teachers under jurisdiction of Provincial Administration Organization and Municipality in the Central Region by using random sample from 85 schools numbering 697 persons and LBDQ tool of Halpin and Winer translated by Wichit Teerakul was used. Result of research was:

1. Leader Behaviour of administrator was at a high level
2. Relationship Behaviour was higher than Task-related behaviour.
3. Two sided behaviours have positive relationship with teachers' satisfaction.
4. Value between Relationship behaviour and satisfaction of teachers is significant.
Winyu Maneechan (1987) used LBDQ tool for studying relationship between Leader Behaviour and satisfaction in work of primary teachers under jurisdiction of Provincial Administration Organization and Municipality in the Northern Region by using random sample in Pitsanuloke province, Lampang province and Pichit province numbering 558 persons and found that

1. Behaviour of principals both relationship behaviour and task behaviour are at medium level.
2. Behaviour of principals in relationship aspect is higher than task-oriented aspect.
3. Both aspects of behaviour have positive relationship with satisfaction.
4. Satisfaction of teachers in the schools where principals have Relationship Behaviour is higher than task-oriented aspect, is different from satisfaction of teachers where principals have task-oriented behaviour higher than relationship behaviour significantly.

Sa-ard Saengrat (1977) has studied relationship between Leader Behaviour and satisfaction of teachers in primary schools under jurisdiction of Provincial Administration and under Municipality in the Northeastern Region by using LBDQ tool by giving a conclusion similarly to that of Winyu Maneechan.

Siri Charoenwai (1988) has studied about relationship between Leader Behaviour and outcome of work of Teacher's Training Colleges in the Northeastern Region by using random samples from 323 persons wherein LBDQ tool was used for estimating Leader Behaviour of Rector both task-oriented and relationship oriented and used his own tool which he prepared to estimate the administrative aspect, technological aspect and undergraduates' activities and found that
1. Behaviour of Rector or administrator on two aspects have medium level of marks.

2. Rector / Administrator used task-oriented pattern more than relationship-oriented.

3. Both aspects of behaviour have high relationship with outcome of work by having relationship between high task-oriented Behaviour and relationship between relationship-oriented behaviour and output of work.

Soodjai Thong-uam (1991) has studied about relationship between Leader Behaviour and teachers' satisfaction and accomplishment of secondary students in Ubon Ratthani province. It was found that teachers are satisfied at midium level. Principals have relationship behaviour more than task-oriented Behaviour. Behaviour of principals in both aspects has relationship with satisfaction of teachers in positive way and the schools where principals have Relationship Behaviour higher than Task-oriented Behaviour, enables effectiveness of school children higher than school where Principale have Task-oriented Behaviour higher than relationship-oriented.

Sunthani Srisai (1992) has studied about Leader Behaviour of Rectors according to opinion of Administrator in the Universities, in order to study about actual Leader Behaviour and Leader Behaviour (which ought to be ) as well as comparing Leader Behaviour of Rectors in Universities of the Central part and Regional Universities by using random sample from Administrators in 10 Universities numbering 222 persons by using LBDQ tool, wherein it was found that there was one University which has high Task-oriented Behaviour and low Relationship-oriented Behaviour and in another Universities have low Behaviour in both aspects (Task-oriented and Relationship-oriented Behaviour).
Rectors of Universities in Central part and Rectors of Universities in the Region have no difference in behaviour.

Mayuri Rangsisombatsiri (1987) has studied about relationship between leader behaviour and satisfaction in work of staff at Petroleum of Thailand by using random sample, that is, staff who is medium level administrators and primary administrators in performing the work on natural gas, technology and planning and administration, altogether numbering 178 persons, by using 4 systems Administrative Theory of Likert as frame for research, by preparing her own tool and it was found that :

1. Sub-variable of Leader Behaviour is persuasion, communication, judgement and specifying target in work has relationship with satisfaction in work of subordinates significantly in statistics.

2. Leader Behaviour which has relationship with sub variable of satisfaction in work significantly in statistics, i.e. stability in performance, equality or justice, chance to be promoted and praise by superior.

Naris Sungwong (1996) has made a study on Leader Behaviour of principals of secondary schools in Thailand by using variables as sex, age, experience of work, qualifications, marriage status it was found that principals who have high qualifications (Master's Degree) showed Leader Behaviour both in relationship and in task more than principals who have lower qualification. Male principals have higher leadership behaviour more than female principals. But female principals are task-oriented more than male principals. The leader belonging to different groups of age, experience of work, and marriage status perceived different level of leadership behaviour. The finding showed the significance at 0.01 level.
2.3.2 RESEARCH ON WORK EFFECTIVENESS
- OVERSEA RESEARCH

Fiedler (1967:133) has given definition of the word "effectiveness" in the form of success in performance of a group. Although production of group will not be dependent on skill of leader, but Fiedler believes that rate of change of work, satisfaction in work encouragement in working will have effect on performing the work in group.

Thongchai Santiwong (1992 : 146) has given meaning of "work effectiveness" that "efficiency in working" which means ability in attaining target or objectives.

From the definition mentioned above, it can be said that work effectiveness means success which originates from effectiveness in working by the leader jointly together with situation of group at that moment.

Fiedler (1974 : 23) point out that estimation on effectiveness of the work can be classified into three international stands by expert, i.e.

1. Estimated method for use with individual person
2. Estimated method for use with many people
3. Other estimations

The equipment which Fiedler has made is a test document called Least-Preferred Co-Worker test (LPC). The result obtained from the test, whether the answerer will obtain high or low marks, Fiedler believes that the leader will meet with success in creating effectiveness of work, if good support of situation in the group is available. Characteristics of situation in the group has 3 components, i.e.
1. Leader-member Relation means the leader can have good relationship with his subordinates.

2. Task Structure means such work has precise target, process and guideline for doing work.

3. Position Power means power in giving good or bad reward to the subordinates and to advise the subordinates.

Fiedler's theory apart from being easy to forecast, or what category of leader will have effectiveness in what group of situation, it can also indicate that effectiveness is the production of persons / a group which originates from co-efficiency together with beneficial picture which can be expressed in an equation as follows:-

\[
\text{Effectiveness} = \text{Efficiency} + \text{favourable conditions.}
\]

Fiedler (1967:227-235) has used LPC to test, to measure the characteristics of group members of bomb-throwing squad and in each plane there were 11 air force officers, having captain as chief of the group who has the duty to give instructions to 8 important officials, i.e. Assistant Marine Corps of the Air Force, Redar Officer and 6 other officers, to release the bombs according to the specified target, by using redar to lead the way for releasing the bombs. Result of the experiment appeared that the chief group has low LPC marks. They released the bombs right to the targets more than the Chief group who has high LPC marks. Later this measurement was tested with military officers, Missile Unit, armoured car. It appeared that Armoured Car officers used the tanker to shoot the specified targets, wherein
the result appeared to be the same, that is, the chief group who obtained low LPC marks could shoot the target and could make time in travelling more than the chief group who obtained high LPC marks, and the said analysis is similar to Hutchins and Fiedler (1967: 393-406) has made a test which obtained similar result wherein LPC test was made with expel pilots who flew to various targets opposite coast. It appeared that group who has low LPC marks could find more target more than group members who have high LPC marks. For group that has low LPC, they can work well, no matter whether the situation will be good or bad.

Apart from the above, there are many more tests which was found that the group with low LPC marks can work more effectively than the group with high LPC marks, as shown in the result of Ninen's test (Fiedler 1967: 58-59; citing n.d.) of Bishop (Fiedler 1967: 58-59; citing Bishop, n.d.) and of McGrath and Julian (Fiedler 1967: 230; citing McGrath and Julian.) etc. The item which ought to consider most was found that members who have low marks have satisfaction in work and will be satisfied amongst the same group members more than members who have high LPC marks.

Edward (1969: 89-A) has studied about correspondence between effectiveness of Leadership Situation of the principal of secondary School with mode of Fiedler's situation, wherein the target of this research aims at studying correctness of theory on effectiveness of Leadership Situation of Fiedler, by studying about intellectual between Leadership Style, Task Leader characteristic and Relationship characteristics. The situation which is beneficial to leader. Example group of this research is Head teacher of Secondary School in
Hillsborough City. Tool used for compiling data is LPC Scale which is used for measuring psychological characteristics of leader. As for level of situation which is beneficial to leader, total marks form 3 Scale are to be used, i.e. the scale for measuring relationship between chief and subordinates, Task Structure measurement, as well as finding pattern for measuring power in leader position which is self-made Scale. Result of analysis was found that LPC marks (Leader’s pattern) and effectiveness of leader and negative (-) relationship, when the leader is in the situation which is beneficial to high and low level leader, and have positive (+), relationship when the leader is in the situation which is beneficial to medium level leader. Result of research was considered that LPC marks alone is capable of forecasting effectiveness of group which corresponds with Fiedler’s suggestion guideline.

Loyer and O’Reilley (1985 :379-A) have made an assumption on the impact from those who have received training on effectiveness of leader by depending on sample group, i.e. the person who is responsible for health community project in Ontario by collecting data at random for 93 group of education. The sample is classified into 2 groups for answering LPC measurement according to effectiveness theory leader of Fiedler, which aims at researching by measuring working climate. The group which classified the level of working condition of group of three levels are situation which is highly beneficial to leader, medium level and low level. As for effectiveness in performing work, estimation of job which has sample group of administrator, is used. The research found that the chief which had Task Behaviour has high effectiveness in performing the work, in the group if situation is beneficial to leader as well as group which has
relationship characteristics has high effectiveness in performing the work, in the group which has situation which is beneficial to leader in a medium level (atmosphere in the group is medium level). This above mentioned research shows that only LPC scale is able to forecast the effectiveness of group.

Miller has studied relationship between leadership style, conscience relevant to human nature and acknowledgement concerning effectiveness of leader by basing on McGregor's theories 'X' and 'Y' and Fiedler's theory on effectiveness of leadership as a guideline frame under sample group of 74 Head Masters of Schools in Georgia State, USA. to Questionnaire on looking at human nature, Questionnaire on measuring the atmosphere of a group and LPC Scale were administered. The 2 latter Questionnaires were based on Fiedler's measurement, wherein the result of research obtained was that Head Masters who have task oriented behaviour are in the situation which is very beneficial / and has little benefit to the leader, has higher effectiveness than Head Masters who have task-oriented behaviour, but is in medium level beneficial to leader, and has higher effectiveness than Head Masters who have Relationship behaviour, but are in the situation highly and lowly beneficial to leader. The above research indicates that LPC marks which originated from Fiedler's measurement may be brought up for use as forecaster of effectiveness of the group.

Evers (1987:4249-A) studied about effectiveness of leaders of 76 Head Masters of Schools in Wisconsin under 3 objectives, i.e.

1. Study about Fiedler's correctness of Effectiveness Theory of Leader.

2. Study about relationship between variable of population and situation which is beneficial to leader as well as effectiveness
of Leader.

3. Test the level of importance of each independent variable. In forecasting effectiveness of leadership of Head Masters, the primary variable where the study was made was psychological characteristics of Leader and relationship between chief and subordinates and position power and other influential variables (measured from self-acknowledgement of school administrator). The result of research appears that psychological characteristics of leader, relationship between chief and subordinates as well as power in the position of chief, relationship and effectiveness of work. Variable of population has no relationship with effectiveness of school administrator's work who has task characteristics, can perform the best work in the situation greatly or little benefit to the leader, while the school administrator who has relationship characteristics can work the best in the situation which is medium level beneficial to leader. In addition, it was found that the above 3 variables (except population variable) are capable of forecasting effectiveness of work wherein relationship in the group is the most capable variable for forecasting.

- DOMESTIC RESEARCH

As for research on leader and effectiveness of group who brings Fiedler's LPC measurement for use in Thailand, there is research-cum-test which can be referred for use by Virus Jiembanjong (1980: 86) who has used the said measurement with group of students (2 or 4 in a group), by letting the same characteristics to be in the same group, altogether 16 groups, to do creative work. The result of analysis appeared that a lot of members with task characteristics can do better work than members with relationship characteristics.
Kien Saengnoom (1975: 84) used LPC to measure whether or an administrator in Thai civil service can have high effectiveness, who have task characteristics and relationship characteristics. Result of the research was: high and low characteristics of relationship leader have no relevancy with feeling in the success of group and satisfaction of subordinates. The said research can not be mentioned that it has contradiction with Fiedler's theory. Because Fiedler measured the success of group with standard and estimated from outside the group, while Kien Saengnoom lets subordinates in the group to estimate success in their own group which gives difference in stableness. In addition, LPC characteristics of the chiefs which Kien Saengnoom studied has little difference because the administrators in Thai civil service in each Ministry are mostly relationship leaders. Therefore, result of this research can make comment that only the LPC mark alone can use for forecasting effectiveness of group.

Nath Bhanthumnavin (1985:5-6) has studied about leader and effectiveness of agriculturist group by studying in central region of Thailand. The sample group was agriculturist leaders having selected in a pair for high-low effectiveness from similar environment and occupation. So far, 40 high efficiency leaders and 40 low efficiency leaders were obtained in 4 provinces in the central region of the country. Result of analysis appeared that the 4 variables from Fiedler's theory, LPC marks and group situation, is capable of better forecasting efficiency of agriculturist group, according to criteria for estimating effectiveness of Agricultural Promotion Department, than variables relevant to other characteristics of leader and of group. Variables which is capable of forecasting effectiveness of
group to the best, is acknowledging the characteristics of group in a precise way as well as the marks showing LPC of leader, jointly together in forecasting the uncertainty of effectiveness of group as high as 60% which is a very high level.

Lalita Sunthornvipat (1988:71) has studied about characteristics of chief and group relevant to effectiveness of defense unit and suppression of mal-behaviour in the government by studying 81 sample group from medium level chiefs of defense unit. From the research, it was found that the 4 variables from Fiedler’s theory is capable of forecasting the effectiveness of chiefs who have been in that position for more than 41 months was much as 42% and the effectiveness of chiefs who are of high age in the defense unit was the highest which is 53%.

In concluding, research work of Nath Bhanthumnavin (1985:5-6) which made a study on chief agriculturists and research work of Lalita Sunthornvipat which made a study on the chiefs of defense unit and the other unit mentional above, the result obtained was variable and theory of Fiedler, both psychological characteristics of chiefs and characteristics of group has relation with effectiveness of chiefs and group in Thai society in a distinctive way. Relationship between the chief and subordinates, work structure and position power are important co-operative components. In addition, the part behaviour of group members considered important to effectiveness of work, because psychological characteristics of the leader which emphasizes on Task and Relationship characteristics and component of situation in working is capable of forecasting leader’s effectiveness including effectiveness of leader as well as effectiveness of group in performing the work.