

Abstract

The objective of the present study under the title of "Leadership and Organizational Effectiveness Among Thai Agriculture Cooperative Organizations" was to examine leadership style, situational control, and other organizational effectiveness factors. Fiedler's "Contingency Model Theory" was used to study Leadership style and group or organizational situation in the context of Thai society. The data were collected from 63 cooperative managers in high effectiveness group and 42 cooperative managers in the low effectiveness group. The effectiveness score have been previously evaluated by a central unit. The findings indicate that :

1. Manager in both high and low effectiveness groups tend to be more relationship-motivated leaders rather than task-motivated ones.

2. Such leadership behaviors as leadership style and outside factors as situational control have no impact on organization's effectiveness. But the Organization size and such leader's background factors as manager's real position and his educational and salary levels were found to be associated with organizational effectiveness

3. The stated hypotheses were not supported by the collected data. The hypothesis testing which compares the study results with the Fiedler's Contingency model leads to the following conclusion :

- 3.1 Task-motivated cooperative managers are less likely to perform best in situation in which they had "high control" and "low control".

- 3.2 Relationship-motivated cooperative managers are less likely to perform best in moderated control situation.

The findings of this study may be useful for understanding and identifying leaders, particularly for managerial jobs. They could also be of some use to such practices as promotion policy formulation and leadership training programs.