

## The Leadership Styles, Affecting Job-Satisfaction, Organizational Commitment and Performances of the Hotel Business Receptionists in The Northern Region of Thailand

แบบของความเป็นผู้นำที่มีอิทธิพลต่อความพึงพอใจในงาน ความผูกพันต่อองค์กร และผลการปฏิบัติงาน ของพนักงานต้อนรับธุรกิจโรงแรมในภาคเหนือ ประเทศไทย

Fawikorn Inluang

ฟ้าวิกร อินหลวง

Northern Academic Center Service Thonburi University

ศูนย์บริการวิชาการภาคเหนือ มหาวิทยาลัยธนบุรี

fahwikorn@gmail.com

### Abstract

The purposes of this research is to analyze the influence of leadership styles which consisted of the transactional and transformational leadership styles, related to the job-satisfaction, organizational commitment and performances of hotel business receptionists, in the Northern region of Thailand. These hotels obviously need to focus on the requirements of the hotels locating of main destination in Northern Thailand. The samples of this study consisted of 400 hotel receptionists in the Northern region of Thailand. They were selected by the simple random sampling method. The tools used in this study were questionnaires and analyzed basic data by descriptive statics, using Structural Equation Modeling (SEM) by Lisrel. The research findings indicate that the transformational leadership style has a direct positive influence on organizational commitment and the transactional leadership style has a direct positive influence on the organizational commitment and job-satisfaction, with the statistical significant level at 0.01. To sum up, it is obviously seen that both of the transactional and transformational leadership styles can lead to the organizational commitments and good performances in terms of operational standards and plans of hotel business receptionist.

**Keyword:** Transactional leadership styles, Transformational leadership styles, Job-satisfaction, Organizational commitment

## บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อ วิเคราะห์อิทธิพลของรูปแบบของความเป็นผู้นำ ได้แก่ รูปแบบผู้นำการเปลี่ยนแปลง และรูปแบบผู้นำการแลกเปลี่ยนที่มีผลต่อความผูกพันต่อองค์กร การ ความพึงพอใจในงาน และผลการปฏิบัติงานของพนักงาน แผนกต้อนรับธุรกิจโรงแรมในภาคเหนือ ประเทศไทย ซึ่งการวิจัยนี้มุ่งให้ความสนใจโรงแรมในพื้นที่ที่เป็นเมืองท่องเที่ยวหลักในภาคเหนือของประเทศไทย กลุ่มตัวอย่างที่ใช้ในการศึกษาคือ พนักงานต้อนรับของโรงแรมในภาคเหนือของประเทศไทย โดยการสุ่มตัวอย่างง่ายจำนวน 400 ตัวอย่าง เครื่องมือที่ใช้ในการวิจัยคือ แบบสอบถาม และวิเคราะห์ข้อมูลพื้นฐานโดยใช้ สถิติเชิงพรรณนา และแบบจำลองสมการโครงสร้าง (SEM) โดยวิเคราะห์ด้วยลิสเรล ผลการวิจัยพบว่า รูปแบบผู้นำการเปลี่ยนแปลงมีอิทธิพลทางตรงเชิงบวกต่อความผูกพันต่อองค์กร และรูปแบบผู้นำการแลกเปลี่ยนมีอิทธิพลทางตรงเชิงบวกต่อความผูกพันต่อองค์กรและความพึงพอใจในงาน ที่ระดับนัยสำคัญ 0.01 อย่างไรก็ตาม การใช้รูปแบบของผู้นำทั้งผู้นำการเปลี่ยนแปลงและผู้นำการแลกเปลี่ยน ล้วนก่อให้เกิดความผูกพันต่อองค์กร ผลการปฏิบัติงานที่ดีในด้านการปฏิบัติงานได้ตรงตามมาตรฐาน และแผนงานที่วางไว้ของพนักงานต้อนรับในธุรกิจโรงแรม

**คำสำคัญ:** รูปแบบผู้นำการเปลี่ยนแปลง, รูปแบบผู้นำการแลกเปลี่ยน, ความพึงพอใจในงาน, ความผูกพันต่อองค์กร

## Introduction

Human Resources has a very important role in the management of an organization because it determines the direction of the operations, to meet the objectives of the organization. The person who is the key person to the management, is an organizational leader who can accomplish the tasks through the cooperation of the others, by coordinating people in the organization to achieve the destination. He must be a leader with wide vision, being willingly accepted and followed by the other colleagues (Chanthana, Sansook, 2014) This is an era of rapid changes with high competition in every aspects, in order for the organization to survive, the organization needs to be competitive, which is a great challenge for today's organization leaders. The organization with talented, experienced, and skilled leaders will be able to compete with the others and survive in the world of rapid changes.

In this rapidly changing business environment and intense competition, the organization leaders play important parts in achieving the success for the company, therefore, they need to adjust their roles, not only planning and managing but must have the new strong leadership style with good communication skills and by using communicating technology to obtain updated information. Having morality and ethics and a wide vision, abilities in making the decisions and solving the problems, to help with effective decision-making process which may have an affect to the organization. At the same time, the members of the organization must be satisfied with their performance of the work assigned, to be able to create a competitive advantage (Chanthana, Sansook, 2014) This leadership can attract and retain employees in this era, because the ability to motivate the employees, is the catalyst for the employees' performances of working towards the success of the organization (Alghazo, Ali M. and Al-Anazi, Meshal, 2016) The leadership has a huge impact on the performance growth of the employees, leading to obtaining positive results for the organization. This will also have an affect on the motivation and enabling the determination on predicting the performance of a group or of an organization (Chowdhury, R.G., 2014) Apart from this, the leaders have another important roles in creating an atmosphere and culture of enthusiasm and productivity and being able to make followers to understand their

roles and responsibilities that will enable the organization to achieve success (Alghazo, Ali M. and Al-Anazi, Meshal, 2016) That there should be a leader in every level of management, from the smallest to the largest department. Leadership is, therefore, a very important factor for the success of the organization as mentioned above. If an organization has leaders or executives with high leadership, that organization will be able to achieve its goal (Boonsiri, Karn and Porncharoenwiroj, Potchanart, 2014)

The hotel service business is a very competitive business according to the tourism promotion action plan under the concept of 20 Year National Strategic Plan (2017-2021). 12<sup>th</sup> National Economic and Social Development Plan of Economic Direction: Thailand 4.0 Model, 2<sup>nd</sup> National Tourism Development Plan 2017-2021, and TAT Enterprise 2017-2021 (Revised edition 2019-2021), combined with the analysis of environmental factors in the current situation and future trends. The major action plan aims to be a preferred sustainable tourist destination, having continuously increasing income from tourism business (Tourism Authority of Thailand: TAT, 2019). The operation of the hotel service business is hence, attracted by both Thai and foreign investors, where there are mergers and acquisitions to strengthen their competitive advantages. This integration may create a different organizational culture and different leadership styles of the organizations, effecting the commitment of the employees, satisfaction and motivation, including the performances of the employees. It is of the researcher's interest to study the styles of the leaders that have an affect to the job satisfaction, the employees' commitment to the organization and performances of the hotel business receptionists in the Northern region of Thailand. In order to use the findings from the study, to create strategies in developing leadership styles, to modify appropriate expression and behavior, creating work motivation, to be ready for the development and adjustment for the rapid changes of the environment. The effective leadership is a major mechanism who has an important role in managing and operating the business to achieve the success for the organization.

## Aims

To analyze the influence of the leadership styles including the transactional and transformational leadership styles, related to the job-satisfaction, organizational commitment, and performances of the hotel business receptionists in the Northern region of Thailand.

## Hypothesis

Hypothesis(H<sub>c1</sub>)1 : The transformational leadership style has a direct positive influence on the job-satisfaction.

Hypothesis(H<sub>c2</sub>)2 : The transactional leadership style has a direct positive influence on the organizational commitment.

Hypothesis(H<sub>c3</sub>)3 : The transformational leadership style has a direct positive influence on the organizational commitment.

Hypothesis(H<sub>c4</sub>)4 : The transactional leadership style has a direct positive influence on the job-satisfaction.

Hypothesis(H<sub>c5</sub>)5 : The transformational leadership style has a direct positive influence on the work performances.

Hypothesis(H<sub>c6</sub>)6 : The transactional leadership styles has a direct positive influence on the work performances.

Hypothesis(H<sub>c7</sub>)7 : The job-satisfaction has a direct positive influence on the organizational commitment.

Hypothesis(H<sub>8</sub>) : The job-satisfaction has a direct positive influence on the work performance.

Hypothesis(H<sub>9</sub>) : The organizational commitment has a direct positive influence on the work performance.

## Literature Review

Leadership has a stronger effect on the attitude of employees towards their jobs. The role of leaders in today's organizations has changed and the success of any organization relies on the leadership styles practiced by the leaders (Saleem, Hina, 2015). Although there are various theoretical approaches to study the leadership styles but transformational and transactional leadership framework has received considerable research support (Bass Bernard M. & Avolio, Bruce J.,1994). Research studies conducted on leadership mostly emphasis on transformational leadership but some other researches also give importance to transactional leadership. These studies suggested that transformational leadership has more impact on representatives' attitudes towards their jobs as compare to transactional leadership (Saleem, Hina, 2015)

Transformational leaders are generally described as leaders who transform the values, desires, aspirations, and priorities of their employees and motivate employees to outperform expectations (Bass Bernard M.,1985). The link between transformational leadership and job satisfaction is well established in the current literature. The characteristics of transformational leadership conceptualized by (Bass Bernard M., 1985). provide theoretical foundation for explaining employees' job satisfaction. As stated previously, the role of transformational leadership in enhancing employees' organizational commitment and job satisfaction cannot be denied. The effect of transformational leadership is important for individuals who work in rapidly changing environments (for example, R&D personnel in technology-based organizations) to strengthen their organizational commitment and job satisfaction (Saleem, Hina, 2015)

Burns James M. (1978) developed the model of transactional leadership. He noted that transactional leadership occurs "when one person takes the initiative in making contact with others for the purpose of an exchange of valued things transactional leaders motivate employees to produce the desired results by explaining the target that employees must achieved, showing employees how to achieve the target, clarifying the performance evaluation, providing feedback on job outcomes, and providing contingent rewards. if employees met the target. The transactional leader concentrates on meeting goals and who complete the task will be rewarded. Many researchers in their studies used the same thinking and examine the mediating role of several variables on the relationship between leadership styles and employee outcomes i.e. job satisfaction, commitment and performance (Saleem, Hina, 2015)

The structural equation modeling has been constructed based on the hypotheses presented above regarding transformational leadership, transactional leadership, job satisfaction, organizational commitment and performance shown on figure 1.

Research Frame work : Structural Equation Modeling : SEM

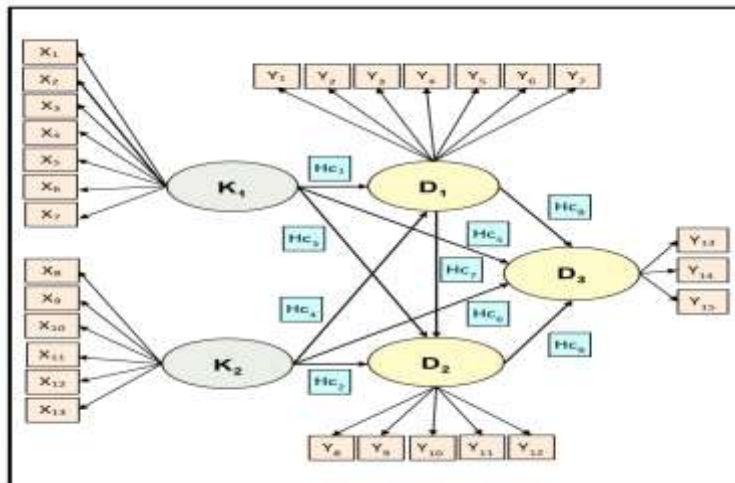


Figure 1 Research Frame work Source : Researcher Development Framework

Materials and Methods

This research was designed and based on quantitative approach. The model developed was based on the theory of the transactional and transformational leadership styles. A set of questionnaire consisted of both the transactional and transformational leadership styles which was designed to determine targeted respondents’ preferences in the transactional and transformational leadership styles. 7 item questionnaires were the transformational leadership style (K1) questions and 6 item questionnaires were the transactional leadership style (K2) questions. 7 item questionnaires were the job-satisfaction (D1) questions, 5 item questionnaires were the organizational commitment (D2) questions and 3 item questionnaires were the performance (D3) questions. The respondents were asked to answer each statement using five points Likert scale ranging from 1 (gradually influence) to 5 (strongly influence).

The process of the data collection is by using drop-and-collect method. Sample size was calculated from 400 members based on statistical methods of (Snedecor George W.; & Cochran William G., 1967) A total of 400 respondents answering the questionnaires are from the hotel business receptionists in the Northern Thailand. The data captured then were analysis using Lisrel. Two types of data analysis have been performed are descriptive and Structure Equation Model (SEM).

Results

Part 1 : Analysis of a validation before analysis of equation models

The analysis results of the correlation coefficient among observable variables by Pearson’s Product Moment Correlation. All of 28 observable valuables with 378 pairs of relative variables have a positively significant correlation satisfaction at the correlation coefficient between 0.233 - 0.744. Correlation is significant at the 0.01 levels.

The Bartlett’s test of sphericity statistic is 6525.655, df = 378, p = 0.00 denote that the correlation coefficient matrix was not Identity matrix, significant at (p < 0.01). The Kaiser-Mayer-Olkin (KMO) is nearly 1

(0.960) denote that the observable variables have High relationship. Therefore, it is appropriate to analyze the Structure Equation Model (SEM).

## Part 2 : Structure Equation Model (SEM)

### 2.1 The result analysis of the construct validity of the measurement model

**The transformational leadership style (K<sub>1</sub>):** The analysis of the measurement model shows that the transformational leadership style is consistent with the empirical data. The indices indicate a relatively goodness of fitting with the data (Chi-Square = 11.53, df = 13, p = 0.56675, CFI = 1.00, GFI = 0.99, AGFI = 0.98, RMSEA=0.000, RMR = 0.017).

**The transactional leadership style (K<sub>2</sub>) :** The analysis of the measurement model shows that the transactional leadership style is consistent with the empirical data (Chi-Square = 6.53, df = 6, p = 0.36642, CFI = 1.00, GFI = 1.00, AGFI = 0.98, RMSEA=0.015, RMR = 0.012). The indices indicate a relatively goodness of fitting with the data.

**The job-satisfaction (D<sub>1</sub>):** The analysis of the measurement model shows that the job-satisfaction is consistent with the empirical data (Chi-Square = 7.54, df = 10, p = 0.67394, CFI = 1.00, RMSEA = 0.000, GFI = 0.99, AGFI = 0.98, RMR = 0.009). The indices indicate a relatively goodness of fitting with the data.

**The organizational commitment (D<sub>2</sub>):** The analysis of the measurement model shows that the organizational commitment is consistent with the empirical data. The indices indicate a relatively goodness of fitting with the data (Chi-Square = 1.45, df = 1, p = 0.22877, RMSEA = 0.034, RMR = 0.004, GFI = 1.00, CFI = 1.00, AGFI = 0.98).

**The performance(D<sub>3</sub>):** The analysis of the measurement model shows that the performance is consistent with the empirical data. The indices indicate a relatively goodness of fitting with the data (Chi-Square = 0.07, df = 1, p = 0.79333, RMSEA = 0.000 RMR = 0.002, GFI = 1.00, CFI = 1.00, AGFI = 1.00).

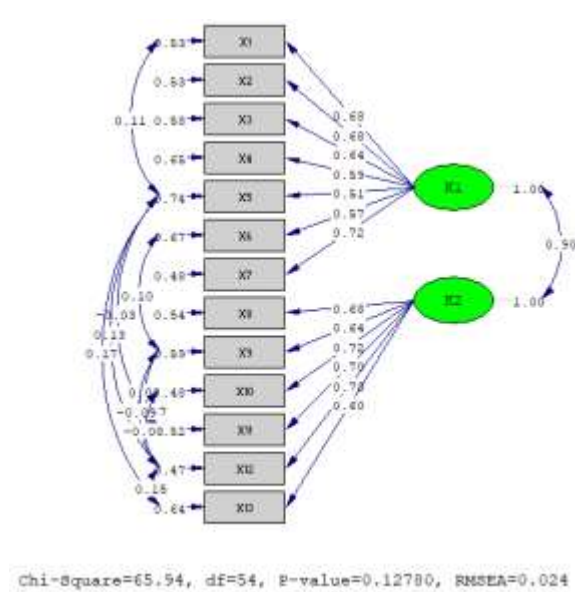
### 2.2 The result of Confirmatory factor analysis of exogenous and endogenous latent variable

#### 1) The result of Confirmatory factor analysis of exogenous latent variable

The result of Confirmatory factor analysis of 13 items of the transformational and transactional leadership styles found that both latent variable measurement models accord to empirical data (Chi-Square = 65.94, df =54, p = 0.12780, RMSEA = 0.024). It is concluded that the model of structural equation model is appropriate with empirical data shown on figure 2.

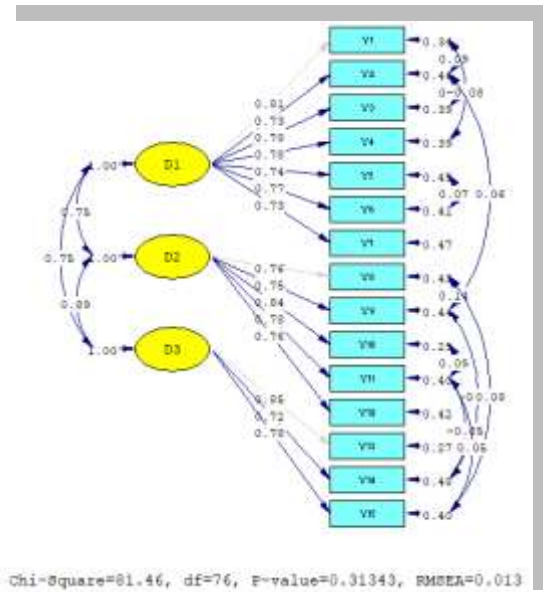
#### 2) The result of Confirmatory factor analysis of endogenous latent variable

The result of Confirmatory factor analysis of 15 items of the job-satisfaction, the organizational commitment and the performance factors found that all of latent variable measurement models accord to empirical data (Chi-Square = 81.46, df =76, p = 0.31343, RMSEA = 0.013). It is concluded that the model of structural equation model is appropriate with empirical data shown on figure 3.



**Figure 2** The result of Confirmatory factor analysis of exogenous latent variable

Source : Calculation report



**Figure 3** The result of Confirmatory factor analysis of endogenous latent variable

Source : Calculation report

**2.3 The result of construct reliability and average variance extracted**

All of The Construct Reliability ( $\rho_c$ ) are high value more than 0.70, between 0.854 - 0.861. The Average Variance Extracted:  $\rho_v$  between 0.549 - 0.646 were more than 0.05. The result show that evaluating the measurable models have explicit evidence that the definitions of all latent variables are valid and reliable shown on table 1.

**Table 1** The Construct Reliability:  $\rho_c$  and Average Variance Extracted:  $\rho_v$

Variables	$\beta$	$\rho_c$	$\rho_v$
The transformational leadership style ( $K_1$ )	0.51-0.72	0.822	0.562
The transactional leadership style ( $K_2$ )	0.60-0.73	0.836	0.598
The job-satisfaction ( $D_1$ )	0.73-0.81	0.907	0.583
The organizational commitment ( $D_2$ )	0.75-0.84	0.884	0.606
The performance ( $D_3$ )	0.72-0.85	0.828	0.616

Source: Calculated

**2.4 The result of the structural equation model based on the hypothesis Analysis**

Figure 4 shows the analysis of the model's consistency index after being modified. It was found that the model is appropriate with empirical data. Six harmony indices are acceptance criteria at  $\chi^2 = 292.19$ , p-value = 0.33,  $\chi^2 / df = 0.07$ , CFI = 1.00, GFI = 0.95, AGFI = 0.93, RMSEA = 0.010 and RMR = 0.025, therefore the model of structural equation model is suitable for the empirical data.

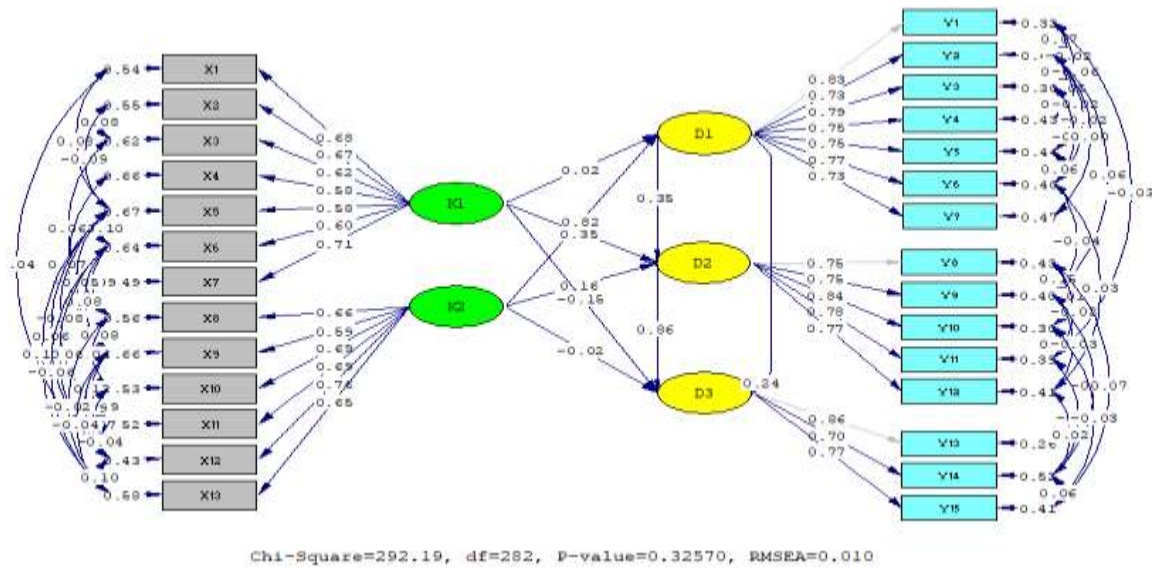
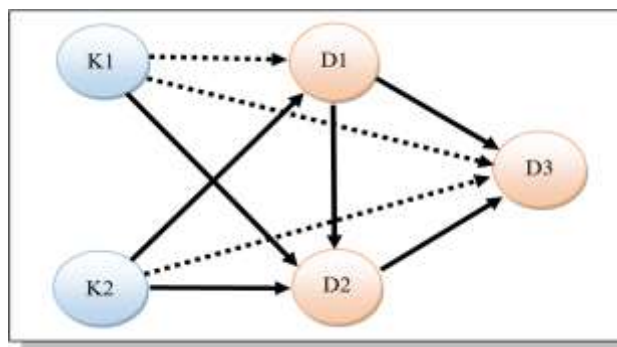


Figure 4 The analysis of the model's consistency index after being modified Source: Calculation report

Part 3: The Result of Path Analysis and hypothesis test

The result of causal influence of leadership styles for the hotel business receptionist in the Northern region of Thailand show on figure 5.



—————▶ = Accept Hypothesis      - - - - -▶ = Reject Hypothesis

Figure 5 The Result of Path Analysis and hypothesis test

Source: Development by Researcher

From figure 5 Hypothesis ( $H_{c1}$ ): The transformational leadership style ( $K_1$ ) has a direct positive influence on the job-satisfaction( $D_1$ ) at DE = 0.02, t statistic = 0.11. It is not significant.

Hypothesis ( $H_{c2}$ ): The transactional leadership style ( $K_2$ ) has a direct positive influence on the organizational commitment( $D_2$ ) at DE = 0.82, t statistic = 3.67. It is significant at 0.01 level.

Hypothesis ( $H_{c3}$ ): The transformational leadership style ( $K_1$ ) has a direct positive influence on the organizational commitment( $D_2$ ) at DE = 0.35, t statistic = 2.91. It is significant at 0.01 level.

Hypothesis ( $H_{c4}$ ): The transactional leadership style ( $K_2$ ) has a direct positive influence on the job-satisfaction( $D_1$ ) at DE = 0.82, t statistic = 3.67. It is significant at 0.01 level.



Hypothesis (H<sub>c5</sub>): The transformational leadership style (K<sub>1</sub>) has a direct positive influence on the performance(D<sub>3</sub>) at DE = -0.15, t statistic = -0.87. It is not significant.

Hypothesis (H<sub>c6</sub>): The transactional leadership style (K<sub>2</sub>) has a direct positive influence on the performance(D<sub>3</sub>) at DE = -0.02, t statistic = -0.09. It is not significant.

Hypothesis (H<sub>c7</sub>): The job-satisfaction (D<sub>1</sub>) has a direct positive influence on the organizational commitment(D<sub>2</sub>) at DE = 0.35, t statistic = 3.55. It is significant at 0.01 level.

Hypothesis (H<sub>c8</sub>): The job-satisfaction(D<sub>1</sub>) has a direct positive influence on the performance (D<sub>3</sub>) at DE = 0.24, t statistic = 2.47. It is significant at 0.01 level.

Hypothesis (H<sub>c9</sub>): The organizational commitment (D<sub>2</sub>) has a direct positive influence on the performance(D<sub>3</sub>) at DE = 0.86, t statistic = 9.03, it is significant at 0.01 level.

## Conclusions and Discussion

It is found from the analysis on the styles of the leaders affecting to the satisfaction of working, affecting the commitment to the organization and affecting the performances of the work done by the hotel business receptionists in the Northern region of Thailand, that, the highest level of questionnaire is giving special recognition on the achievement of an outstanding work. Concerning the performance, the highest level is, the work is done according to the set plans. On the satisfaction of the work, the highest level is the effectiveness of the work done, enabling the achievement of success for the organization and concerning the commitment to the organization, the highest level is the proudness of being a part of the organization.

The analysis of the influence of leadership styles according to the research hypothesis 2 (H<sub>c2</sub>), shows that the transactional leadership styles have a direct influence on organizational commitment. This result is in consistent with the research reports of (Chowdhury, R.G., 2014) It is found that the leaders with the transactional leadership styles who provide positive feedback, who give special recognition to the outstanding work done, who give personal compliments to the subordinates and who could solve the problems before the occurrence, with a following-up and the checking for any errors, are the strong influential styles of leadership, encouraging the subordinates to willingly contribute their commitments and loyalty towards the organization's success. Therefore this is a confirmation of the research hypothesis.

According to the research hypothesis 3 (H<sub>c3</sub>), the transformational leadership styles have a direct influence on organizational commitment. It is found that the leaders seek for new opportunities and leading the actions selves which is a good role model. The transformational leadership styles focus on the responsibility of their duties, encourage and motivate the employees to be creative in their thinking, including to have the understanding of people being different. Resulting in the employees having the efforts to help the organization to achieve the success. Including the loyalty to the organization, being responsible in their assigned work and proud to be a part of the organization. This is in consistent with the research done by (Yousef, Darwish Abdulrahman, 2000), (Chowdhury, R.G., 2014, Lee, Jean, 2005) thus confirming the research hypothesis.

According to research hypothesis 4 (H<sub>c4</sub>), the transactional leadership styles have a direct influence on the job satisfaction by giving positive feedback and acceptance of the employees'/subordinates' work. The

leaders give a personal compliment when the work is outstanding, the problem is always resolved before the spreading, the follow-up and the checking of any mistakes. The leaders will always support their employees/subordinates in being able to express their opinions freely, be able to improve themselves, being satisfied with the work and compensation received and having good feelings and relationships between the leaders and the employees/subordinates. Leading to achieving effective work performances, reaching the organization's goals which is in consistent with the research of (Bahmanabadi, S., 2015) and (Shoosanuk, Ampon, et al., 2017), thus confirming the research hypothesis.

Research hypothesis 7 ( $H_{C7}$ ), the job satisfaction has a direct influence on the organizational commitment: This is in consistent with the research of (Subprawong, Kingkaew, et al., 2015) It is found that the workers who are satisfied with the work performances, are those who can express their opinions freely. This can develop to self-improvement and being satisfied with the work performances, with the compensation received and are happy with the good relationship between the leaders and employees/subordinates. This will have a direct affect towards the performance that meets the standards and the work is completed as planned which will improve the employees' expertise and working skills, in consistent with the research done by (Rahothan, Jiraporn, 2016) Thus confirming the research hypothesis.

Research hypothesis 9 ( $H_{C9}$ ), the organizational commitment has a direct influence on the performance, in consistent with the research of (Rahothan, Jiraporn, 2016 and Ahmad, Habib, et al., 2010) The employees' commitment in terms of putting their efforts willingly to help the organization to succeed, having the loyalty to the organization, being responsible of their assigned work and being proud to be a part of the organization, are the encouragements for the employees' performances that meet the standards and the work is completed as planned, improving the employees' expertise and working skills.

### **Benefits from research**

In this study, the researcher has brought the results of the research that the leadership styles which affect the job satisfaction, organizational commitment and the performance of the hotel business receptionists in Northern region Thailand. The findings from the research can be used as a guideline in choosing the styles of leadership, in the hotel business for the work and efficient human resource management of which will reach the achievement of effective work of human resource and hotel business. In this research, two types of leadership styles are chosen: the transformational leadership and transactional leadership styles that affect the job satisfaction, employees' commitment to the organization and the performances. The performances of the employees do not directly depend on the type of leadership but depend on job satisfaction and employees' commitment to the organization. In order to stimulate job satisfaction and employees' commitment to the organization, in the hotelier business, the hotel leaders can choose these 2 types of leadership styles as followed:

1) The transformational leadership is a type of leader, who seek for new opportunities and who leads the actions instead of commanding which is a sample of a good role model leadership. Transformational leadership focuses on their subordinates' duties, encourage and motivate employees them in creative

thinking, having the understanding in the differences of the other people including understanding the differences between people, resulting in the effort to help the organization to achieve the success of employees, including loyalty to the organization, responsible for their assigned work and proud to be a part of the organization. and being able to meet the challenging standards. Such leadership will be able to influence the subordinates to be responsible towards their commitment to the organization, helping the organization to achievement success by their performances, accepting the assigned tasks, being able to work according to the set standards and plans, gaining the expertise and skills, having loyalty to the organization, feeling proud to be a part of the organization.

2) The Transactional leadership has a direct influence on job satisfaction by giving positive feedback and accept the employees' work well done, personal compliment of outstanding work. Good leaders must be able to set a clear expectation of work, be able to solve the problems in good time before they could be spread out, regularly following up and checking for any mistakes. The leaders should have the abilities in supporting their employees in expressing their opinions freely, be able to improve themselves, satisfy with the work and the compensation received, and are happy with the appropriate relationships between the leaders and employees. This will make work more efficient, achieve the organization's goals. As a result, the satisfaction of the followers will benefit both the behavior of the employees in the organizational commitment and performance explaining the regulations and procedure clearly. That the employees have sufficient opportunity for development and improvement, suitable compensation of the work assigned, are provided with facilities and working tools. Including the satisfaction of the relationship between the employees and the leaders which has an influence to the effectiveness of the work performances, leading to achieving the goals of the organization. That the employees' satisfaction of their work performances is the reason for them to have the loyalty and commitment towards the organization

An important factor that makes the success of the organization is to have a knowledgeable, skillful, leadership management, and to be able to choose the right leadership style. The competent leaders are the indicators of efficiency and effectiveness of the work. Both types of leaders, transformational leadership or transactional leadership, can lead to good and effective work performances. Therefore, the types of leadership are not definable, depending on the types of employees, situations and leadership styles.

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