

A Study of the Effect of Leadership Style towards Organizational Culture on Job Satisfaction and Employee Performance in Bangkok

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Abstract

This study endeavors to explore the intricate interplay among leadership style, organizational culture, job satisfaction, and employee performance within the organizational landscape of Bangkok, Thailand. Employing a single linear regression (SLR) methodology and a blend of primary and secondary data collection techniques, the research delves into the factors influencing leadership style in the unique context of Bangkok. The investigation adopts an archival study approach, involving 395 respondents with a minimum of six months of work experience in diverse companies or organizations. To enrich the study, five theoretical frameworks from prior research are integrated to formulate a new conceptual framework. The findings underscore significant correlations between the variables under examination, revealing that leadership style significantly influences organizational culture, job satisfaction, and employee performance. Furthermore, the study unveils the pivotal role of organizational culture in shaping both employee performance and job satisfaction. While offering valuable insights, this research is not without limitations. It focuses exclusively on the impact of leadership style on organizational culture, job satisfaction, and employee performance in Bangkok, potentially constrained by time and budgetary restrictions. The study's scope is confined to the city of Bangkok, with data derived from a sample of 395 respondents, potentially limiting its generalizability to the entire Thai population or applicability to different countries and time frames. Nevertheless, this research contributes a comprehensive and innovative framework for comprehending the dynamics of leadership style, organizational culture, job satisfaction, and employee performance within the specific organizational context in Bangkok.

Keywords : Leadership Style; Organizational Culture; Job satisfaction; Employee Performance

JEL Classification Code: L22, M12, M14, M54

1. Introduction

1.1 Background of study

Leadership style, organizational culture, job

satisfaction, and employee performance stand as pivotal factors influencing organizational success. Leadership style encompasses the leader's manner of interaction with team members, shaping their behavior. Organizational culture, on the other hand, constitutes a shared framework of values, beliefs, and norms guiding

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member behavior within an organization. Job satisfaction gauges an employee's contentment with their job and tasks, while employee performance measures the efficacy and productivity in task completion.

Extensive research establishes a robust correlation among leadership style, organizational culture, job satisfaction, and employee performance. For instance, Liu et al. (2020) study highlights the positive association between transformational leadership – characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration – and organizational culture, job satisfaction, and employee performance. Zhao et al. (2021) findings further support this, revealing that a positive organizational culture marked by trust, respect, communication, and collaboration positively influences job satisfaction and employee performance.

Given these relationships, organizations must comprehend how leadership style and organizational culture can enhance job satisfaction and employee performance. This study is particularly relevant in Bangkok, Thailand, a culturally diverse nation with a distinctive business environment. Exploring how different leadership styles and organizational cultures are perceived and experienced by Thai employees holds significance for optimizing organizational outcomes.

1.2 Problem statements

The contemporary organizational landscape is characterized by the complicated interaction of leadership style, organizational culture, job satisfaction, and employee performance, which collectively shape the success of enterprises. Recognizing the significance of these factors, this study seeks to investigate the specific impact of leadership styles on organizational culture and its subsequent repercussions on job satisfaction and employee performance within the distinctive context of Bangkok.

While the importance of understanding the interrelationships among leadership, culture, satisfaction, and performance is widely acknowledged, a comprehensive exploration of these dynamics within the multifaceted environment of Bangkok is remarkably absent. This research aims to fill this gap by delving into the nuanced organizational intricacies in Bangkok, where the confluence of diverse cultural influences and a cosmopolitan workforce necessitates a tailored examination of the effects of leadership styles on

organizational culture, job satisfaction, and employee performance. By addressing this research gap, we aspire to contribute valuable insights that not only enhance the theoretical understanding of leadership and organizational dynamics but also provide practical implications for optimizing organizational performance in Bangkok. Through an empirical investigation grounded in the local context, this study aims to elucidate the specific ways in which leadership styles influence organizational culture, subsequently impacting job satisfaction and employee performance in the unique business environment of Bangkok.

1.3 Objectives of study

1. To determine leadership style have a positive influence on organizational culture, job satisfaction and employee performance.
2. To determine organizational culture have a positive influence on job satisfaction.
3. To determine organizational culture have a positive influence on employee performance.

1.4 Research questions

In this study, the research questions have been set up to align with the objectives, as detailed present below:

1. Does leadership style have a significant relationship on organizational culture?
2. Does leadership style have a significant relationship on job satisfaction?
3. Does leadership style have a significant relationship on employee performance?
4. Does organizational culture have a significant relationship on job satisfaction?
5. Does organizational culture have a significant relationship on employee performance?

1.5 Significance of the study

Thailand's remarkable economic and social progress, leading it to become an upper-middle-income country, sets the stage for substantial workforce expansion amid burgeoning industries and businesses. In this evolving landscape, cultivating a robust organizational culture becomes imperative for nurturing employee satisfaction and optimal performance. Effective leadership, marked by a clear vision, plays a pivotal role in steering organizations toward their goals. This study aims to offer valuable insights to both established and emerging

businesses, shedding light on leadership styles that contribute to a positive organizational culture, thereby fostering heightened job satisfaction and superior employee performance.

The significance of this research extends beyond academia, providing practical benefits for organizations, leaders, and employees alike. For organizations, the study presents a framework for cultivating a positive work environment, enhancing employee satisfaction, boosting performance, and achieving organizational objectives. Leaders can leverage the findings to heighten self-awareness, tailor leadership styles to employee needs, and strengthen the leader-employee relationship, fostering collaboration and productivity. Employees, in turn, gain insights into the impact of leadership styles on their experience and job satisfaction, empowering them to proactively shape their professional development and adapt to align with leadership styles. Ultimately, this research contributes to overall satisfaction and success within the organizational context.

2. Literature Review and Hypotheses Development

2.1 Leadership Style and Organizational Culture

Leadership style, encompassing the behavioral patterns adopted by a leader, significantly influences employees' perceptions of their roles, impacting job satisfaction and attitudes (Dhamija et al., 2021). The chosen leadership style further directly affects both employee satisfaction and productivity, with transformational leadership particularly aligning with and enhancing organizational goals and strategies (Devie et al., 2019). The motivational impact of leadership styles is evident, with a democratic approach often preferred by program leaders (Jaafar et al., 2021).

The diverse array of leadership styles includes authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participative, among others. Yuan and Lee (2011) emphasized leadership as a key factor driving overall organizational performance. Businesses fostering a strong entrepreneurial orientation typically exhibit unique competencies, forward-thinking perspectives, and an innovative organizational culture

(Szczepeńska-Woszczyna, 2015). Leadership emerges as a vital aspect of management, optimizing efficiency and achieving organizational objectives (Yuan & Lee, 2011).

Modern leadership theories advocate for an empowerment culture, as explored by Setyaningrum (2017), emphasizing leaders prioritizing employee well-being and upholding values like empowerment, humility, and empathy. Such an approach fosters employee engagement and loyalty, contributing to the establishment of a positive organizational culture. Hence, the hypothesis is formulated as follows:

Hypotheses 1 (H₁): Leadership style has no significant effect on organizational culture in organizations in the Bangkok area.

2.2 Leadership Style and Job Satisfaction

Job satisfaction is a multifaceted concept influenced by various factors such as interpersonal support, inherent job characteristics, monetary compensation, professional growth opportunities, employment stability, and working conditions (Tarvid, 2016). The complex interplay includes personal needs, interactions with colleagues and supervisors, the workplace environment, organizational policies, and recognition (Prakasha & Jayamma, 2011). Retention of employees is significantly linked to job satisfaction, leading to heightened productivity and reduced turnover rates within an organization (Kasemsap, 2017).

Furthermore, job satisfaction encompasses the positive sentiment or attitude an employee holds toward their job, holding paramount importance in both employee retention and organizational success (George, 2018; Rodprayoon & Nuangjamnong, 2014). Job satisfaction is a key solution for improving job performance within an organization (Rahmat et al., 2019; Wang & Nuangjamnong, 2022). Supervisor behavior, with both positive and negative impacts, plays a crucial role in influencing the level of job satisfaction among the workforce, involving communication elements such as eye contact, facial expressions, and body language (Mahmood, 2018). According to Sakiru et al. (2013), in small and medium-sized businesses, employee job satisfaction is linked to transactional and transformational leadership styles. Rahmat et al. (2019) further highlight in previous research that the effectiveness of leadership style is positively and

significantly impacted by job satisfaction. Hence, the hypothesis is formulated as follows:

Hypotheses 2 (H₂): Leadership style has no significant effect on job satisfaction in organizations in the Bangkok area.

2.3 Leadership Style and Employee Performance

Employee performance encompasses task performance, adaptive performance, and contextual performance, representing the output generated by individuals or groups within specified responsibilities and timeframes. Notably, the research by Harlianto and Rudi (2023) highlights a significant and positive correlation between the cultural workplace environment and employee performance. Determinants of employee performance include crucial factors like job satisfaction and motivation (Sebayang & Lestario, 2021; Zhao & Nuangjamnong, 2023). Additionally, work conditions and professional identity influence performance, with employee engagement serving as a mediating factor that contributes to enhanced performance (Himawaty & Widodo, 2022). Improving employee performance involves fostering emotional well-being and considering individual character traits (Asti et al., 2022). Furthermore, the connection between job satisfaction and employee performance is emphasized during organizational performance, as noted by Hajiali (2022).

Different leadership styles have varying effects on job and employee performance within an organization, with Iqbal (2015) highlighting the positive impact of a participative leadership style. This style instills confidence in employees to make decisions and be confident in their work. Sulantara (2020) stress the significant connection and impact of leadership styles on employee performance, particularly when a leadership style serves as a role model. Superior leadership, according to Tianingrum (2021), positively influences employee performance, highlighting the beneficial impact of leadership on performance. Hence, the formulated hypothesis posits:

Hypotheses 3 (H₃): Leadership style has no significant effect on employee performance in organizations in the Bangkok area.

2.4 Organizational Culture and Job Satisfaction

Organizational culture is the defining framework that shapes individual behavior within library settings, elucidating social structures and overall organizational effectiveness (Farrell, 2018). The values and norms embedded in an organization's culture play a crucial role in cultivating transparent and collaborative personnel management, as highlighted by Erlygina and Abramova (2019). In the 21st century, organizational culture not only defines social dynamics but also profoundly influences performance, challenging traditional models that isolate culture from other factors (Nold & Michel, 2021). It molds employee behavior and achievements, providing a sense of identity and core values, according to Ahmad (2020), who emphasizes the pivotal role of culture in steering organizations toward success and fulfilling overall performance requirements.

Job satisfaction, a widely explored global workplace phenomenon, transcends international organizational cultures and significantly impacts employee behavior and daily lives (Belias, 2014; Nuangjamnong, 2022). Different organizational cultures are associated with varying levels of employee satisfaction due to the specific values and norms they promote (Janićijević et al., 2018). An employee's job satisfaction is intricately tied to the corporate culture of the organization. A robust organizational culture, as emphasized by Isac (2021), should unite members, provide behavioral guidance, empower individuals, and crucially contribute to employees' overall job satisfaction. Hence, the formulated hypothesis is as follows:

Hypotheses 4 (H₄): Organizational culture has no significant effect on job satisfaction in organizations in the Bangkok area.

2.5 Organizational Culture and Employee Performance

Previous research conducted by Awadh and Saad (2013) underscores the significant influence of an organization's culture on job performance, leading to enhanced productivity. The study emphasizes how cultural norms and values, shaped by diverse backgrounds, play a pivotal role in workforce management. In a cross-cultural investigation, Zhao et al. (2021) discovered that transformational leadership positively impacted organizational culture and employee performance in both China and the United States. Notably, the study also revealed that transactional leadership had a detrimental effect on

employee performance in China but not in the United States. This indicates a nuanced relationship between leadership styles, organizational culture, and employee performance, demonstrating the need for a context-specific understanding. Therefore, based on the findings of these studies, the formulated hypothesis is as follows:

Hypotheses 5 (H₅): Organizational culture has no significant effect on employee performance in organizations in the Bangkok area.

2.6 Research framework

The research framework is constructed upon the integration of six preceding studies, each contributing theoretical frameworks that collectively examine the impact of leadership style on organizational culture, job satisfaction, and employee performance. The first theoretical framework, presented in "Leadership style, organizational culture, and performance: empirical evidence from UK companies" by Ogbonna and Harris (2000), establishes the linkage between leadership style and organizational culture, underscoring their influence on overall organizational performance.

The second theoretical framework, extracted from Pratama (2022) "Literature Review on the Effect of Leadership Style and Work Culture on Job Satisfaction and Performance," explores the relationship between leadership style and job satisfaction, emphasizing the consequential impact of leadership style on job satisfaction within an organization.

Hajiali (2022) study, "Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance," constitutes the fourth theoretical framework, delving into the interplay of work motivation, leadership style, and employee competence on performance and job satisfaction. The study establishes a significant relationship between job satisfaction and employee performance based on data collected from 125 employees.

The fifth theoretical framework, "Effect of Organizational Culture on Employee Performance: A Mediating Role of Employee Engagement in Malaysia Educational Sector" by Abdullahi et al. (2021), scrutinizes employee engagement and performance as influencers of organizational culture within the educational sector in Malaysia.

Lastly, the sixth theoretical framework, "The Effect of Organizational Commitment, Organizational Culture,

Work Environment, and Leadership Style on Job Satisfaction" by Ratnasari et al. (2020), investigates the impacts of organizational commitment, culture, work environment, and leadership style on job satisfaction within an organizational context.

This research framework seeks to delve into and scrutinize these theoretical foundations, focusing on five hypotheses that delineate the relationships among variables and their collective impact on job satisfaction and employee performance, as illustrated in Figure 1.

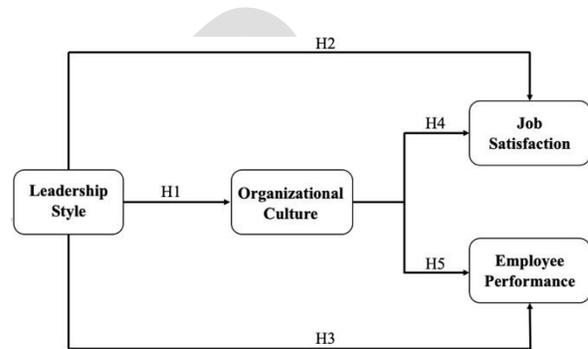


Figure 1: A Study of the Effect of Leadership Style towards Work Culture on Job Satisfaction and Employee Performance. **Source:** Constructed by authors.

3. Research Methodology

3.1 Research Design and Sampling

This study is focused on examining the impact of leadership on organizational culture, job satisfaction, and employee performance using quantitative methods and analytical techniques such as Cronbach's Alpha, Simple Linear Regression, and Multiple Linear Regression. The research instrument is a questionnaire comprising three sections with a total of 27 items, addressing participant eligibility, demographic information, and key variables of interest. The questionnaire's reliability was assessed using Cronbach's alpha, and a pilot test with 30 respondents was conducted to refine and validate it.

A five-point Likert scale was employed to gauge respondents' attitudes on each variable. Primary data was collected through the questionnaire distributed to employees in a specific organization, while secondary data was gathered from articles, journals, and previous research on leadership, organizational culture, job satisfaction, and employee performance. The

combination of primary and secondary data provides a nuanced understanding of the relationships between these variables.

The sampling plan targets individuals in Bangkok, Thailand, with more than six months of employment, aligning with the Department of Employment (n.d.) record of 5.61 million employed in Bangkok. The sample size, determined by the Krejcie and Morgan (1970) table, is set at 390 respondents, considering the city's significant employment population. This comprehensive approach enhances the study's depth and comprehensiveness, providing valuable insights into the intricate dynamics of leadership, organizational culture, job satisfaction, and employee performance.

3.2 Validity and Reliability Test

Content Validity using the Item-Objective Congruence (IOC) Index: The researchers assessed the content validity of the questionnaire items by employing the IOC index. Following consultations with three experts, 19 out of the 20 questions achieved IOC scores exceeding 0.5, indicating satisfactory validity. Consequently, a refined set of 19 questions was meticulously selected to precisely align with the variables under investigation. This rigorous process ensured the accuracy and relevance of the questionnaire, thereby securing the collection of valid data for the study, as outlined in Table 1.

Cronbach's Alpha Reliability: A pilot test involving 30 participants was conducted to identify any inconsistencies or imperfections in the questionnaire items. The reliability of each variable was then evaluated using Cronbach's alpha. Following Cronbach (1951) classification, alpha values exceeding 0.9 are considered excellent, those in the range of 0.8 to 0.9 are regarded as good, while values from 0.7 to 0.8 are seen as acceptable. Scores ranging from 0.6 to 0.7 are considered questionable, values between 0.5 and 0.6 are viewed as poor, and any scores below 0.5 are deemed unacceptable. In this study, Cronbach's alpha values obtained from the pilot test were used to assess the reliability of various variables, such as leadership style, organizational culture, job satisfaction, and employee performance. The results indicated Cronbach's alpha values of 0.857 for the five leadership style items, 0.714 for the five organizational items, 0.817 for the four job satisfaction items, and 0.853 for the five employee performance items, as depicted in Table 1. All assessed

items met the criteria for Cronbach's alpha, with values exceeding 0.60, affirming their acceptability and reliability for administration to the intended survey participants.

Table 1: The Item Objective Congruence (IOC) Index with three experts and pilot test (n=30)

Variables	Before Number of items	After Number of items	IOC weight scores	Cronbach's Alpha
Leadership style	5	5	1.00	0.857
Organizational culture	5	5	1.00	0.714
Job satisfaction	5	4	1.00	0.817
Employee performance	5	5	1.00	0.853

4. Findings

4.1 Descriptive analysis of demographic data

Following the conclusion of the data collection phase, the researchers acquired responses from a sample of 395 participants, aligning with the predetermined and appropriate 100% sample size for this study. Descriptive statistics, specifically frequency and percentage analyses, were employed to analyze the data provided by the respondents, as elaborated below.

In the survey conducted, gender distribution among respondents comprised 42 percent male and 58 percent female, with 229 female respondents and 166 male respondents.

Regarding age, the majority of participants fell within the 31-40 age group, constituting 45.6% of the total respondents (180 individuals). The second-largest group was the 21-30 age range, accounting for 31.9% (126 individuals). The 41-50 age group represented 15.9% (63 respondents), while those above 51 years constituted 3.8% (15 individuals). The smallest segment comprised respondents aged 18-20, making up 2.8% (11 respondents).

Concerning current employment status, 34.4% of respondents had 3 to 5 years of employment, 26.8% had 6 to 10 years, and 17.7% had more than 10 years. Additionally, 15.9% worked for 1 to 2 years, and the remaining respondents had less than 1 year of work experience. Among these, 81% worked full-time, 11.6% had a combination of full-time and part-time roles, and the rest held part-time employment.

In terms of employment positions, 61.2% of respondents held management roles, 28.6% worked at the senior level, and approximately 10% were in executive positions.

4.2 Descriptive analysis with mean and standard deviation

In Table 2, participants assigned the highest average score of 4.30 to the statement "I prefer leaders who empower and trust their employees to take ownership of their work," while the lowest average score of 3.64 was given to the statement "I prefer leaders who create a positive and inclusive work environment." Notably, the statement about creating a positive work environment had the highest standard deviation (1.326), indicating varied responses. Conversely, the statement about empowering and trusting leaders had the lowest standard deviation (0.926).

Regarding organizational culture, employees rated "The organizational culture in my work environment fosters a positive and supportive atmosphere" highest, with an average score of 4.18. Conversely, the organizational culture was rated lowest for promoting trust and mutual respect among colleagues, with an average score of 3.86. The statement about trust and respect had the highest standard deviation (1.166), suggesting diverse opinions on workplace trust and respect. Overall, the results indicate general satisfaction with organizational culture, with potential for improvement in building trust and respect among colleagues.

In terms of job satisfaction, employees expressed the highest satisfaction with their current jobs, giving an average score of 4.23 to the statement "I am satisfied with my current job." However, satisfaction was lowest regarding opportunities for professional growth and development, with an average score of 3.94 for the statement "I have opportunities for professional growth and development in my current job." The statement about enjoying working with colleagues had the highest standard deviation (1.027), indicating varied satisfaction levels. Overall, employees are generally satisfied with their current jobs, but there is room for improvement in providing opportunities for professional growth.

Finally, in assessing employee performance, the statement "My work performance consistently meets or exceeds the expectations set by my organization"

received the highest mean score of 4.67, while the statement "Overall, I believe the organization supports and values work performance" ranked lowest at 4.26. The highest standard deviation, at 0.726, was recorded for the statement "Communication within the organization is effective and contributes to better work performance," while the lowest standard deviation (0.587) was observed for the statement "My work performance consistently meets or exceeds the expectations set by my organization."

Table 2: Results of Mean and Standard Deviation

	Mean	S.D.
Leadership Style (LS)	3.91	1.145
I prefer leaders who provide clear direction and set specific goals for the team.	3.93	1.136
I prefer leaders who empower and trust their employees to take ownership of their work.	4.30	0.926
I prefer leaders who create a positive and inclusive work environment.	3.64	1.326
I prefer leaders who are hands-on and actively involved in the day-to-day tasks and operations.	3.80	1.233
I prefer leaders who are open to new ideas and encourage innovation and creativity.	3.86	1.102
Organizational Culture (OC)	4.01	1.054
I prefer the organization that promotes a sense of fairness and equality, leading to improved employee performance.	3.94	1.057
I prefer the organization that promotes a healthy work-life balance, resulting in improved employee performance.	3.99	1.014
The organizational culture in my work environment fosters a positive and supportive atmosphere.	4.18	0.961
The organizational culture in my work environment promotes a sense of trust and mutual respect among colleagues.	3.86	1.166
The organizational culture in my workplace fosters a culture of continuous learning and development.	4.08	1.071
Job Satisfaction (JS)	4.05	0.934
I have opportunities for professional growth and development in my current job.	3.94	0.976
I enjoy working with my colleagues and feel that we have a supportive team.	3.97	1.027
I am satisfied with the level of support and guidance I receive from my supervisor.	4.06	0.945
I am satisfied with my current job.	4.23	0.788
Employee Performance (EP)	4.58	0.656
My work performance consistently meets or exceeds the expectations set by my organization.	4.67	0.587
The organization provides the necessary resources and support for me to perform well in my role.	4.56	0.663
Communication within the organization is	4.56	0.726

	Mean	S.D.
effective and contributes to better work performance.		
The leadership style in my organization positively impacts employee motivation and performance.	4.51	0.647
Overall, I believe the organization supports and values work performance.	4.26	0.655

4.3 Hypothesis testing results

4.3.1 Result of Simple Linear Regression of H₁

H_{1o}: Leadership style has no significant effect on organizational culture in organizations in the Bangkok area.

H_{1a}: Leadership style has a significant effect on organizational culture in organizations in the Bangkok area.

Table 3 reports that using simple linear regression, researchers investigated whether leadership style had a meaningful impact on organizational culture (H₁). The results of hypothesis 1 were statistically significant, with a p-value of less than 0.05. The null hypothesis was therefore rejected, indicating that leadership style does indeed influence organizational culture. The regression analysis further revealed that the model was significant ($p < 0.05$). Additionally, the R-square value of 0.249 suggests that leadership style explains 24.9% of the variation in organizational culture. This means that leadership style has a substantial and statistically significant impact on organizational culture.

Table 3: Simple Linear Regression Analysis Summary for Hypotheses 1

Variables	B	SE B	β	t	p	VIF	Decision
(H ₁) Leadership Style	0.445	0.039	0.499	11.425	0.000*	1.000	Reject Ho

Noted: $R^2 = 0.249$, Adjusted $R^2 = 0.247$, * $p < 0.05$. Dependent Variable = Organizational Culture; B = Unstandardized coefficients B; SE B = The standard error for the under standardized beta; β = The standardized beta; t = T-value; p = p-value; VIF = Variance Inflation Factor

4.3.2 Result of Simple Linear Regression of H₂

H_{2o}: Leadership style has no significant effect on job satisfaction in organizations in the Bangkok area.

which is less than 0.05. The null hypothesis is recorded as rejected. Therefore, the result can be concluded that leadership style influences job satisfaction. The result of regression showed that the model explained 16.5% of variance and that the model was significant, $p < 0.05$. The adjusted R square was 0.163, which suggests that leadership style has ($\beta = 0.407$, $p < 0.05$) significant effect on job satisfaction.

H_{2a}: Leadership style has significant effect on job satisfaction in organizations in the Bangkok area.

Table 4 reports that simple linear regression was used to examine whether leadership style (H₂) had a significant effect on job satisfaction. The result from hypothesis 2 shows that the significant level was <0.001 ,

Table 4: Simple Linear Regression Analysis Summary for Hypotheses 2

Variables	B	SE B	β	t	p	VIF	Decision
(H ₂) Leadership Style	0.426	0.048	0.407	8.820	0.000*	1.000	Reject Ho

Noted: $R^2 = 0.165$, Adjusted $R^2 = 0.163$, * $p < 0.05$. Dependent Variable = Job Satisfaction; B = Unstandardized coefficients B; SE B = The standard error for the under standardized beta; β = The standardized beta; t = T-value; p = p-value; VIF = Variance Inflation Factor

4.3.3 Result of Simple Linear Regression of H₃

H_{3o}: Leadership style has no significant effect on employee performance in organizations in the Bangkok area.

from hypothesis 3 shows that the significant level was <0.001 , which is less than 0.05. The null hypothesis is recorded as rejected. Furthermore, the result can be concluded that leadership style impact on employee performance. The result of regression showed that the model explained 9.8% of variance and that the model was significant. The adjusted R square was 0.096, which suggests that leadership style has ($\beta = 0.314$, $p < 0.05$) significant effect on employee performance.

H_{3a}: Leadership style has significant effect on employee performance in organizations in the Bangkok area.

Table 5 reports that simple linear regression was used to examine whether leadership style (H₃) had a significant effect on employee performance. The result

Table 5: Simple Linear Regression Analysis Summary for Hypotheses 3

Variables	B	SE B	β	t	p	VIF	Decision
(H ₃) Leadership Style	0.311	0.047	0.314	6.546	0.000*	1.000	Reject Ho

Noted: $R^2 = 0.098$, Adjusted $R^2 = 0.096$, $*p < 0.05$. Dependent Variable = Employee Performance; B = Unstandardized coefficients B; SE B = The standard error for the under standardized beta; β = The standardized beta; t = T-value; p = p-value; VIF = Variance Inflation Factor

4.3.4 Result of Simple Linear Regression of H₄

H_{4o}: Organizational culture has no significant effect on job satisfaction in organizations in the Bangkok area.

H_{4a}: Organizational culture has significant effect on job satisfaction in organizations in the Bangkok area.

Table 6 reports that using simple linear regression, researchers investigated whether organizational culture had a meaningful impact on job satisfaction (H₄). The results of hypothesis 4 were statistically significant, with

a p-value of less than 0.05. The null hypothesis was therefore rejected, indicating that organizational culture does indeed influence job satisfaction. The regression analysis further revealed that the model was significant ($p < 0.05$). Additionally, the R-square value of 0.154 suggests that organization culture explains 15.4% of the variation in job satisfaction. This means that organizational culture has a substantial and statistically significant impact on job satisfaction.

Table 6: Simple Linear Regression Analysis Summary for Hypotheses 4

Variables	B	SE B	β	t	p	VIF	Decision
(H ₄) Organizational Culture	0.462	0.055	0.393	8.466	0.000*	1.000	Reject Ho

Noted: $R^2 = 0.154$, Adjusted $R^2 = 0.152$, $*p < 0.05$. Dependent Variable = Job Satisfaction; B = Unstandardized coefficients B; SE B = The standard error for the under standardized beta; β = The standardized beta; t = T-value; p = p-value; VIF = Variance Inflation Factor

4.3.5 Result of Simple Linear Regression of H₅

H_{5o}: Organizational culture has no significant effect on employee performance in organizations in the Bangkok area.

H_{5a}: Organizational culture has significant effect on employee performance in organizations in the Bangkok area.

Table 7 indicates that simple linear regression was utilized to examine whether organizational culture (H₅) had a substantial influence on employee performance. The findings from hypothesis 5 show that the

significance level was 0.000, which is lower than the threshold of 0.05. This result leads to the rejection of the null hypothesis, allowing us to conclude that organizational culture does indeed have an impact on employee performance. The regression analysis further reveals that the model explained 17.3% of the variance in employee performance and was statistically significant, with a p-value less than 0.05. The R-square value of 0.173 suggests that organizational culture has a significant influence on employee performance ($\beta = 0.416$).

Table 7: Simple Linear Regression Analysis Summary for Hypotheses 5

Variables	B	SE B	β	t	p	VIF	Decision
Organizational Culture	0.463	0.051	0.416	9.068	0.000*	1.000	Reject Ho

Noted: $R^2 = 0.173$, Adjusted $R^2 = 0.171$, $*p < 0.05$. Dependent Variable = Employee Performance; B = Unstandardized coefficients B; SE B = The standard error for the under standardized beta; β = The standardized beta; t = T-value; p = p-value; VIF = Variance Inflation Factor

5. Summary, Discussion, Conclusions, and Recommendations

5.1 Summary of the Study

This research aims to explore the intricate connections among leadership style, organizational culture, job satisfaction, and employee performance in

Bangkok, Thailand. The investigation seeks to provide valuable insights to organizations in Bangkok, aiding them in refining their leadership styles and organizational cultures to enhance job satisfaction and employee performance. The study, guided by five research questions, endeavours to update organizational management practices based on employees' preferences.

Conducting a quantitative study, the researchers focused on residents of Bangkok with at least six months of work experience. Utilizing statistics from the Department of Employment's (n.d.) and Krejcie and Morgan's (1970) sample size table, a sample of 395 participants was selected for data analysis. The study employed structured questionnaires with closed-ended questions, ensuring their validity and reliability through the item-objective congruence (IOC) and Cronbach's alpha reliability tests. The questionnaire demonstrated strong internal consistency, with 19 out of 20 questions exhibiting a Cronbach's alpha value greater than 0.5, indicating a robust correlation between the questions and the measured variables.

In testing hypotheses, the researchers utilized inferential regression and descriptive statistics, including frequency, mean, and standard deviation. The demographic profile of the 395 respondents revealed a majority of females (58%), with the most common age group being 31 to 40 years old (45.6%). The largest group in terms of work experience fell within the 3 to 5 years range (34.4%), predominantly full-time employees (81%), and mostly at mid-level positions (61.5%). Notably, the most favoured leadership style was *laissez-faire*, preferred by over 20% of respondents. The survey results indicated significant impacts of all variables on leadership style in organizations.

5.2 Discussions and Conclusions

The discussion and conclusion section of this study delves into the key relationships explored in the research, focusing on leadership style, organizational culture, job satisfaction, and employee performance.

5.2.1 Leadership Style and Organizational Culture

The study affirms the hypothesis (H_{1a}) that leadership style significantly influences organizational culture. The statistical analysis yielded a highly significant p-value of 0.000*, with a standardized beta coefficient of 0.499, indicating a robust impact of leadership style on shaping organizational culture. The findings underscore the crucial role of effective leadership in organizational management, as emphasized by scholars such as Yuan and Lee (2011), and Nuangjamnong (2022).

5.2.2 Leadership Style and Job Satisfaction

H_{2a} is supported, revealing that leadership style significantly impacts job satisfaction. The statistical analysis yielded a highly significant p-value of 0.000*, with a robust standardized beta coefficient of 0.407. This highlights the substantial influence of leadership style on various dimensions of job satisfaction, aligning with the work of scholars like Sakiru et al. (2013), and Zhao and Nuangjamnong (2023). Effective leadership contributes to a more comprehensive job satisfaction experience, encompassing psychological, social, physical, financial, and acknowledgment dimensions.

5.2.3 Leadership Style and Employee's Performance

H_{3a} is confirmed, indicating a significant impact of leadership style on employee performance. The statistical analysis resulted in a highly significant p-value of 0.000*, with a standardized beta coefficient of 0.314. The study emphasizes that adopting effective leadership styles is a crucial element in managing employees and optimizing organizational performance, aligning with the insights of scholars like Sulantara (2020).

5.2.4 Organizational Culture and Job Satisfaction

H_{4a} is validated, illustrating that organizational culture significantly affects job satisfaction. The statistical analysis produced a highly significant p-value of 0.000*, with a standardized beta coefficient of 0.39. The study emphasizes the paramount role of organizational culture, including values and norms, in shaping diverse elements of job satisfaction, echoing the sentiments of researchers like Janićijević et al. (2018).

5.2.5 Organizational Culture and Employee Performance

H_{5a} is supported, indicating a significant impact of organizational culture on employee performance. The statistical analysis yielded a highly significant p-value of 0.000*, with a standardized beta coefficient of 0.416. The study underscores the role of organizational culture in steering employees toward higher performance, aligning with the insights of scholars such as Awadh and Saad (2013), and Rodprayoon and Nuangjamnong (2014).

In conclusion, this study clarifies the involved connections among leadership style, organizational

culture, job satisfaction, and employee performance, offering valuable insights for organizational management practices. The findings emphasize the critical role of effective leadership and a positive organizational culture in fostering employee satisfaction and performance within the organizational context.

5.3 Recommendation

There are ten points regarding the findings of this study.

1. Leadership Development Programs: Implement leadership development programs that focus on enhancing leadership styles. Provide training for current and aspiring leaders to cultivate effective leadership behaviours', such as empowerment, trust-building, and positive communication.

2. Organizational Culture Enhancement: Foster a positive and inclusive organizational culture by aligning values, norms, and practices with the overall objectives of the organization. Encourage open communication, mutual respect, and collaboration to strengthen the organizational culture.

3. Job Satisfaction Initiatives: Develop initiatives to improve job satisfaction by addressing specific dimensions highlighted in the study, such as opportunities for professional growth and development. Implement strategies to recognize and appreciate employees' contributions to enhance their overall job satisfaction.

4. Performance Management Strategies: Tailor performance management strategies based on the identified leadership styles that positively impact employee performance. Recognize and reward high-performing individuals, and provide constructive feedback to continuously improve performance.

5. Leadership Training on Cross-Cultural Management: Given the cultural diversity in Bangkok, provide leadership training that emphasizes cross-cultural management skills. Equip leaders with the knowledge and skills to navigate cultural nuances and adapt their leadership styles accordingly.

6. Regular Employee Feedback Mechanisms: Establish regular feedback mechanisms to understand employees' perceptions of leadership styles, organizational culture, job satisfaction, and performance.

Use surveys, focus groups, or other feedback tools to gather insights and continuously refine organizational practices.

7. Inclusive Decision-Making Processes: Foster an inclusive decision-making process by involving employees in key decisions that impact their work. This participatory approach can enhance job satisfaction and contribute to a positive organizational culture.

8. Continuous Monitoring and Evaluation: Implement a system for continuous monitoring and evaluation of leadership styles, organizational culture, and their impact on job satisfaction and performance. Regularly assess the effectiveness of implemented initiatives and make adjustments based on feedback and evolving organizational needs.

9. Promotion of Work-Life Balance: Prioritize work-life balance initiatives to enhance overall job satisfaction. Provide flexible work arrangements, promote well-being programs, and ensure that employees feel supported in maintaining a healthy balance between work and personal life.

10. Diversity, Equity, and Inclusion Policies: Develop and implement policies that promote diversity, equity, and inclusion within the organization. Ensure that leadership styles and organizational practices are aligned with these policies to create a supportive and fair work environment for all employees.

By implementing these recommendations, organizations in Bangkok can strive to create a conducive work environment that promotes effective leadership, positive organizational culture, high job satisfaction, and optimal employee performance.

5.4 Limitations and Further Study

Study Limitations - Despite its valuable contributions, this research is not without constraints. A primary limitation is the constrained timeframe and budget allocated to the study, restricting the inclusion of a broader range of variables in the framework. Consequently, the study focused on four key variables: leadership style, organizational culture, job satisfaction, and employee performance. While insightful, the exclusion of other potential factors may limit the comprehensive nature of the findings. Additionally, although the sample size aligns with previous studies, it

may not fully represent the entire population of Bangkok, Thailand. The study also lacks explicit specification of respondents' leadership styles, introducing a potential influence on results. Furthermore, relying solely on quantitative data collection through Likert scales may limit nuanced communication and understanding due to varying satisfaction levels among respondents.

Recommendations for Further Studies - Future research endeavours' should broaden the scope by incorporating additional variables to achieve a more holistic understanding of organizational dynamics. Exploring the moderating impact of factors such as organizational size, industry, and national culture on the relationship between leadership style and organizational outcomes would offer valuable insights. Focusing on specific industries within organizations could provide industry-specific benefits and aid similar organizations in developing their environments. Lastly, investigating intervention strategies to enhance leadership effectiveness and foster positive organizational cultures should be a priority. Exploring the effectiveness of various leadership development programs and interventions would contribute practical insights for organizational improvement.

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