

**THE EFFECTS OF TRANSFORMATIONAL AND  
TRANSACTIONAL LEADERSHIP BEHAVIORS  
ON THE JOB SATISFACTION OF  
THAI FEMALE CIVIL SERVANTS**

**By**

**Wanee Benjawatanapon**

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Fulfillment of The Requirements for The Degree of  
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## ABSTRACT

**Title of Dissertation:** The Effects of Transformational and Transactional Leadership Behaviors on the Job Satisfaction of Thai Female Civil Servants

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This study examines the effects of transformational and transactional leadership behaviors on the job satisfaction of Thai female civil servants. The specific area of study was the causal effects of barriers, personal characteristics, leadership competencies, transformational and transactional leadership behaviors on the job satisfaction of Thai female civil servants. The specific organizations under study were public agencies. The specific population of the study was the ordinary Thai female civil servants in C5-8. The specific sampling area was Bangkok and its peripheral provinces.

The results showed that the model fit the data, and goodness-of-fit indices were satisfactory. Path analysis results indicated that 1) both styles of leadership behaviors, transformational and transactional, had direct effects on the job satisfaction of Thai female civil servants; 2) leadership competencies had direct effects on job satisfaction and also on transformational and transactional leadership behaviors; 3) personal characteristics had direct effects on transformational and transactional leadership behaviors and slight non-significant effects on leadership competencies; 4) barriers had direct effects on personal characteristics, leadership competencies, transformational leadership behaviors, and slight non-significant effects on transactional leadership behaviors and job satisfaction.

Transformational leadership behaviors were found to have the highest total effect on job satisfaction (.40); personal characteristics had the second highest (.36),

leadership competencies had the third highest (.27), whereas transactional leadership behaviors had the second lowest (.19), and barriers had the lowest (.16).

The regression coefficient ( $R^2$ ) showed that job satisfaction was moderately influenced by transformational leadership behaviors, transactional leadership behaviors, and leadership competencies, accounting for 31 percent of the variance. Thus, it suggested that 69 percent of job satisfaction could probably be influenced by other factors not included in the study. Transformational leadership behaviors were highly influenced by leadership competencies, personal characteristics, and barriers, accounting for 76 percent of the variance. Transactional leadership behaviors were moderately influenced by leadership competencies and personal characteristics, accounting for 37 percent of the variance. This suggests that training in leadership should emphasize developing leadership competencies and personal characteristics, or coping with barriers.

The empirical results were supported by qualitative findings that Thai female civil servants found high satisfaction on the prestige and stability of public service, competent superiors, and the friendly co-workers; and least satisfaction on the promotion system and compensation. Nepotism, favoritism, lack of knowledge and competencies, lack of support were considered as career barriers. Male superiors were preferable, as they were perceived as decisive, firm, tough and strong, whereas female superiors were perceived as tender, discreet, but fussy and picky.

Transformational and transactional leadership behaviors were found to enhance the job satisfaction of Thai female civil servants in middle management levels, and 32% of respondents were confident they could be leaders in the organization. This study recommends that leadership training should be provided that emphasizes the approaches of transformational and transactional leadership. In addition, Thai female civil servants should be equipped with line experience and managerial skills that are prerequisite for executive position. Thai female civil servants with experience and ability should be supported and encouraged for leadership positions.

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