

THE IMPACT OF LEADERSHIP STYLES, WORK MOTIVATION, AND CONFLICT MANAGEMENT FACTORS TOWARD ORGANIZATIONAL EFFECTIVENESS IN THE INTERNATIONAL SERVICE COMPANY IN BANGKOK

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Abstract

This research examines the impact of leadership styles, work motivation, and conflict management on organizational effectiveness in an international service company in Bangkok, Thailand. It investigates how these factors contribute to the organization's performance. The independent variables leadership styles comprising organizational commitment, personality, and behavior, work motivation encompassing achievement, benefits, and environment, and conflict management including organizational policy, communication, and culture were analyzed to determine their influence on the dependent variable, organizational effectiveness. These were analyzed to assess their influence on the dependent variable, organizational effectiveness. A quantitative methodology was employed, using an online survey distributed to 400 employees in management and general positions. Descriptive statistics and multiple regression analysis evaluated the relationships between the variables. The findings indicate that work motivation has the most significant positive impact on organizational effectiveness, followed by leadership styles, while conflict management has a lesser but positive effect. This study offers valuable insights for organizational leaders aiming to enhance effectiveness by focusing on these critical areas. The results emphasize the importance of fostering a motivating work environment, developing effective leadership practices, and recognizing the role of conflict management in organizational success.

Keywords: Organizational Effectiveness, Leadership Styles, Work Motivation, Conflict Management, Human Resource Management

Introduction

The effectiveness of an organization is a critical determinant of its success in the competitive global business environment. Organizational effectiveness is often seen as the ability to achieve goals efficiently while fostering a productive and motivated workforce. Recent studies emphasize the importance of factors such as leadership styles, work motivation, and conflict management in enhancing organizational performance. According to Manzoor (2012), organizational effectiveness can be defined as the extent to which an organization meets its intended outcomes efficiently and sustainably. Leadership styles, such as transformational and transactional leadership, shape organizational culture and influence employee motivation and performance. Transformational leadership, in particular, inspires employees to align personal goals with organizational objectives, driving job satisfaction and productivity (Bass & Avolio, 2017). Work motivation is another critical factor. McClelland's Theory of Needs (1961) emphasizes achievement, affiliation, and power as drivers of employee motivation. Herzberg's Two-Factor Theory (1966) also highlights the role of intrinsic and extrinsic motivators, such as recognition, rewards, and a positive work environment, in improving employee engagement and organizational outcomes. Conflict management, though

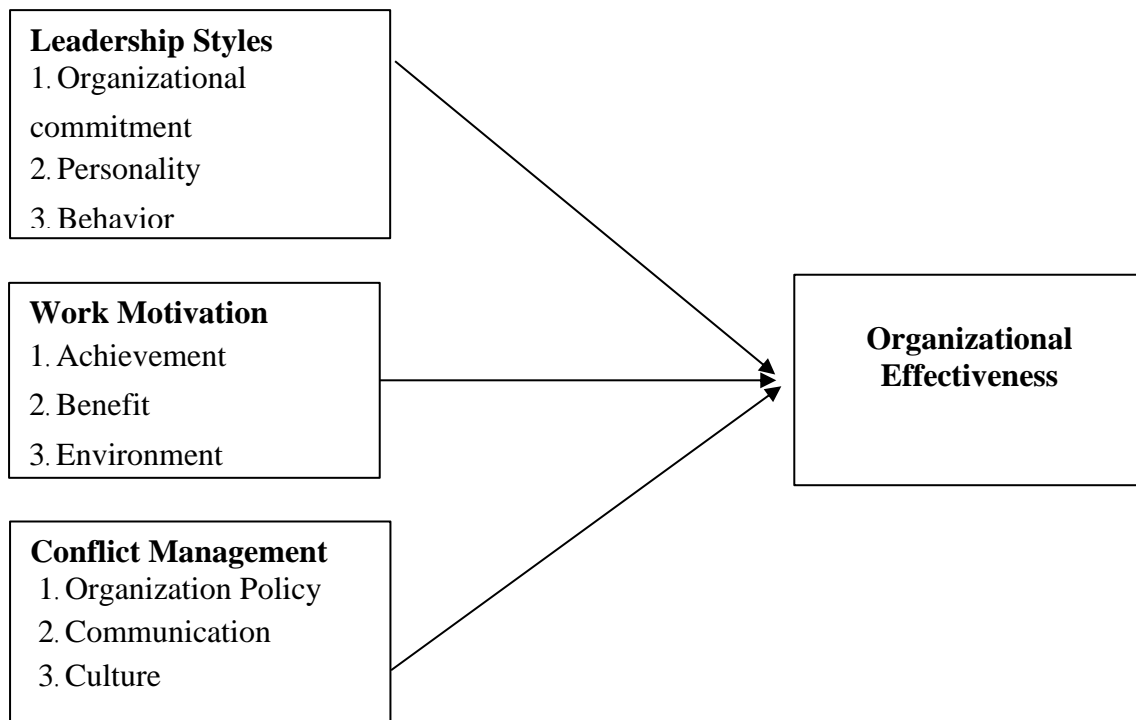
often overlooked, is vital for maintaining a cohesive workforce. Effective conflict resolution strategies minimize workplace disruptions and foster team collaboration (Blake & Mouton, 1964). Organizations with clear communication and strong cultures tend to manage conflicts better, enhancing overall effectiveness (O’Neill & Arendt, 2020). This study aims to explore how leadership styles, work motivation, and conflict management jointly influence organizational effectiveness within the context of an international service company in Bangkok. By examining these factors in a dynamic and diverse organizational environment, this research seeks to contribute to the growing body of literature on organizational performance and provide actionable insights for business leaders in Thailand.

Research Objectives

1. To study the impact of the leadership styles factor (organizational commitment, personality, and behavior) on organizational effectiveness.
2. To study the impact of the work motivation factor (achievement, benefit, and environment) on organizational effectiveness.
3. To study the impact of the conflict management factor (organization policy, communication, and culture) on organizational effectiveness.

Scope of the Research

Conceptual Framework



Hypotheses Test

1. H1 is Leadership styles factor (consisting of organizational commitment, personality, and behavior) have a significance on organizational effectiveness.
2. H2 is Work motivation factor (consisting of achievement, benefit, and environment) have a significance on organizational effectiveness.
3. H3 is Impact of the conflict management factor (consisting of organization policy, communication, and culture) have a significance on organizational effectiveness.

Literature Review

Item no.	Authors (Year)	Finding	Variables
1	Dulewicz & Higgs (2022)	Effective Leadership, motivation, and conflict management are strongly correlated with organizational effectiveness. Companies with strong, supportive leadership and a motivated workforce tend to experience higher productivity, reduced turnover, and better adaptability to changes in the external environment.	Organizational Effectiveness
2	Bass & Avolio (2017)	Transformational leadership plays a significant role in increasing organizational effectiveness. By inspiring and intellectually stimulating employees, transformational leaders foster innovation and high performance, enhancing overall organizational commitment and effectiveness.	Leadership Styles- Transformational Leadership
3	Kamarulzaman et al. (2020)	A positive work environment, including physical workspace and organizational culture, significantly enhances employee motivation. This leads to increased job satisfaction and improved organizational effectiveness as employees are better able to focus and perform in conducive environments.	Work Motivation- Environment
4	Goleman et al. (2017)	Emotional intelligence plays a critical role in effective communication during conflict management. Leaders who are able to manage emotions and communicate clearly can resolve conflicts more efficiently, contributing to a more harmonious and effective workplace.	Conflict Management (Communication)
5	Schein (2010)	Organizational culture is a powerful force in determining how conflicts are managed. A supportive and inclusive culture fosters collaboration and open dialogue, reducing the likelihood of unresolved conflicts and improving overall organizational effectiveness.	Conflict Management (Culture)

Research Methodology

Population and Sample

The population of this study are office workers of management and general employees for the international service company in Thailand. Based on Yamane's table for sample size, selecting over 100,000 populations with 400 sample sizes is required to be collected with a precision level of $\pm 5\%$ for reliability.

Type of Research and Tool

This study aims to determine the impact of leadership styles, work motivation, and conflict management factors toward organizational effectiveness in the international service company in Bangkok, Thailand. The research tools used to collect data for this research are closed-ended questions, multiple choices, and a five-point Likert scale. This study develops self-administered questionnaires to send out a survey to respondents via Google Forms. The questionnaire divided into six categories consists of 10 sections. 1) Demographic data (5 questions). 2) Independent variable 1 (4 questions). 3) Independent variable 2 (4 questions). 4) Independent variable 3 (4 questions). 5) Dependent variable question (4 questions), and 6) Additional comments (paragraph). The survey consists of 22 questions in total.

Validity Test

The online questionnaire was checked for validity and approved by the advisor.

Reliability Test

30 samples, the data from the questionnaires were analyzed by using Cronbach's Alpha in the statistical software, with total reliability of 0.9400. The required value to be accepted is 0.7-1.00.

Statistics

1. Descriptive statistics consisted of frequency, mean, and standard deviation.
2. Inferential statistics consisted of multiple regression analysis tests.

Research Results

Demographic Data

The most respondents are gen x, aged 40 to 50 years old (37%), followed by millennials, aged 20-30 (31.3%). The participants hold master's degrees (51.5%), followed by bachelor's degrees (48.5%). The majority of employee works full time (78.8%) and work as management level (32.0%), followed by senior/specialist level (27.3%). Most respondents significant number of work experiences more than 10 years (30.5%), followed by 7 to 10 years work experiences (27.0%). The most significant number of participants work for company size 100 to 200 employees (30.8%), followed by company size more than 1,000 employees (27.3%). Finally, a significant of functional area, most of the participants work in Finance/Accounting/Planning (26.8%), followed by Information Technology (15.0%).

Mean and Standard Deviation

- Leadership Style Factors: (\bar{x} = 4.41, SD = 0.743), VERY IMPORTANT
- Work Motivation Factors: (\bar{x} = 4.38, SD = 0.727), VERY IMPORTANT
- Conflict Management Factors: (\bar{x} = 4.32, SD = 0.716), VERY IMPORTANT
- Organizational Effectiveness: (\bar{x} = 4.44, SD = 0.733), VERY IMPORTANT

Multiple linear regression

Organizational Effectiveness: Rejected with Adjusted R-square = .399, F = 89.147, $P \leq 0.05$ (Leadership = .060, not significance, Work Motivation = .000, significance, and Conflict Management = .114, not significance)

Discussion

Demographic Data

Most of the respondents in this study were gen x (40-50) years old and primarily female. Most participants held master's degrees, and most the majority of employee were full time. Most participants worked as management level, work experience were more than 10 years, worked with middle company size (100-200 employees), and functional area was Finance and Accounting. A more significant number of respondents more than once a month. The major influencing factors for the organizational effectiveness of international company in Bangkok were work motivation, work achievement, benefit, and environment.

Attitudes towards variables

Independent Variable 1: Leadership Styles Factor, The most respondents agreed with the leadership style of organizational commitment, personality and behavior were very important and effective on an organizational effectiveness. Overall, respondents strongly agreed with an important of leadership styles factors.

Independent Variable 2: Work Motivation Factor, The most respondents strongly agreed on work achievement, benefit and environment were very important and effective on an organizational effectiveness. Overall, respondents strongly agreed with an important of work motivation factors.

Independent Variable 3: Conflict Management Factor, The most respondents agreed on organization policy and culture that very important and effective on an organizational effectiveness. Moreover, most of the participants partially agreed on communication. Overall, respondents agreed on conflict management's factors.

Hypotheses

- H1: Leadership styles (organizational commitment, personality, and behavior) have not a significant impact on organizational effectiveness.
- H2: Work motivation (achievement, benefit, and environment) has a significant impact on organizational effectiveness.
- H3: Conflict management (organization policy, communication, and culture) has not a significant impact on organizational effectiveness.

Recommendations

The current study has provided valuable insights into the impact of leadership styles, work motivation, and conflict management on organizational effectiveness within an international service company. To enhance organizational effectiveness, organizations must integrate leadership development, employee motivation, and conflict management, grounded in established theoretical frameworks and supported by empirical research. Leadership styles play a pivotal role in shaping employee engagement and organizational performance, as indicated by Bowers and Seashore's Four-Factor Theory of Leadership, which advocates for a balanced approach between task-oriented and relationship-oriented behaviors. Implementing transformational leadership programs that focus on motivating and supporting employees has been shown to enhance organizational commitment and performance (Yulianto & Luthans, 2021). Furthermore, McClelland's Theory of Needs emphasizes the critical role of achievement motivation in driving employee performance, particularly when supported by effective recognition and feedback systems (Abid et al., 2021). Organizations should, therefore, implement performance management systems that provide regular feedback and rewards to foster motivation. Additionally, conflict management strategies are essential for maintaining organizational cohesion. Effective communication, supported by emotional intelligence training, can reduce misunderstandings and foster a collaborative environment, as demonstrated by Goleman et al. emotional intelligence framework (Goleman et al., 2017).

Regular reviews of organizational policies to ensure they address workplace conflicts effectively, as advocated by Simon's (1947) work on structured guidelines, are also crucial. By implementing these integrated strategies, organizations can enhance both employee satisfaction and organizational effectiveness, thereby achieving long-term success.

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