As A Leader the Way We Are Now, Is Not the Way We Should Be

Sakchai Aroonratsameruang, Janya Yodnil, Kitisak Thongcharoen,Rapee Udomsub,

Rungrudee Rattanawilai, and Sathaporn Pincharoen

Faculty of Business Administration, Huachiew Chalermprakiet University

18/18 Debaratana Road, km.18, Bangplee District, Samutprakan 10540

Email : sakchai-to@hotmail.com

Abstract

"Knowing our enemies, knowing ourselves, we have always won the battles." However, many leaders often stumble over their legs like the hair that blocks seeing the mountains especially when we have not learned enough to know ourselves. People have their leadership styles, they may be in a different way. Also, there are advantages and disadvantages in applying each leadership style. Therefore, successful leadership depends on having the right leadership style for different situations or contexts. In this article, it is an intention for learning that brings readers to find out in their styles that fit into their characters and turn their leadership styles in the different situations of life. This article represents that a person may have mixed leadership characteristics with personalities and decide to choose or adapt according to the situation. Leaders can raise their high potential to lead and follow more effectively. The article also presents a leadership model based on the concept of a British management behaviorist named William James Reddin.

Keywords: Leadership, Management, Human Resources Management, Self-Awareness, William
  James Reddin

Objectives for Self-leadership Review

1. To know leaders, have their leadership styles, which are fit to their strengths and weaknesses.

2. To increase the leadership's ability to change their weaknesses for the continual improvement both of efficiency and effectiveness.

2. To increase the leadership's ability to change their weaknesses for the continual improvement both of efficiency and effectiveness.

3. For the proper assignment between people and jobs, by putting the right man into the right job at the right time and the right responsibility of task related to each personal style.

4. For the change of organizational behavior in terms of leadership, personality, and human resources management.

Leadership Studies by University of Michigan

The studies concluded two best-known behavioral leadership styles–employee-oriented (employee-centered behavior) and production-oriented (Job-Centered behavior). The Employee-Centered behavior will enhance job satisfaction among employees by creating interpersonal relationships, assisting the subordinates, accepting the differences, and trusting. This type of leader might use the word "Be nice to the subordinates." The leadership of job-centered behavior mostly emphasizes the achievement of work results. There is a clear instruction with many chains of command. The organizational structure is usually built with high layers and is very bureaucratic. However, some researchers believe that job-centered behavior likely underperforms employee-centered behavior. Interestingly, an employee who works under a job-centered leader generally is less satisfied than an employee-centered leader. Because the employee-centered leaders will increase employee involvement and encourage more teamwork.
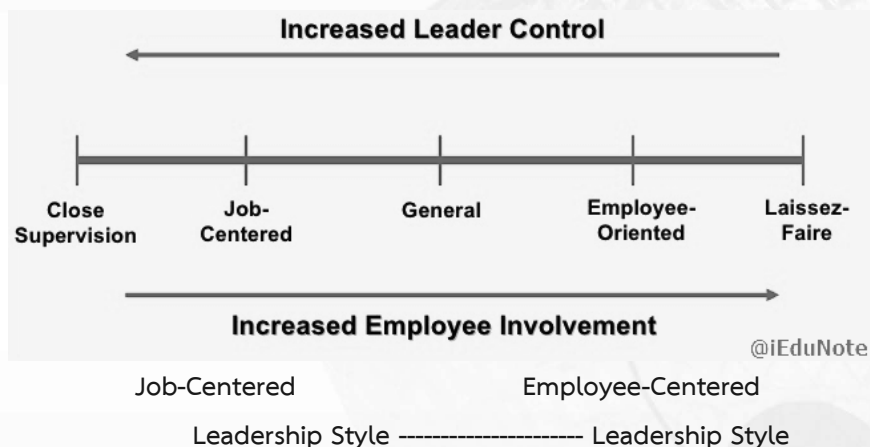

Figure 1 Leadership Models: Two Leadership Styles, One Dimension

Source: Michigan Leadership Studies

Leadership Studies by Ohio State University

The Ohio State University studies concluded about two dimensions of leadership behavior: focusing on people (CONSIDERATION). These leadership behaviors less emphasize employee tasks while taking employee close relationship as an acceptance in employee's opinions, open the opportunity for employees to grow. This leadership style often concentrates on team equality, mentoring, coaching, and building mutual trust, aimed to satisfy employee needs. The other leadership behavior style is focusing on tasks (INITIATING), it highly emphasizes structuring the employee tasks, with expectations on performance as a priority. Therefore, the working system must be standardized for achieving the tasks, everything about the tasks needs to be specific. The Ohio State University studies are unlikely the University of Michigan studies because the Michigan studies determined the leadership dimension between job-centered and employee-centered lying on the same continuum. Differently, Ohio University studies to separate the leadership behavior into four quadrants, four leadership styles as Figure 2.

	Low structure, high consideration	High structure, high consideration
High	Less emphasis is placed on structuring employee tasks while the leader concentrates on satisfying employee needs and wants.	Provide a lot of guidance about how tasks can be completed while being highly considerate of employee needs and wants.
Low	Low structure, Low consideration — Fails to provide necessary structure and demonstrates little consideration for employee needs and wants.	High structure, low consideration — Primary emphasis is placed on structuring employee tasks while the leader demonstrates little consideration for employee needs and wants.

CONSIDERATION (vertical axis)

Low   INITIATING STRUCTURE   High

Figure 2 Ohio State Leadership Styles: Four Leadership Styles, Two Dimensions

Source: The Ohio State University

Leadership styles according to William James Reddin's approach, represent eight styles to determine the effectiveness by using the X-Y-Z variable to focus on the people who work and overall effectiveness.

Variable X	Variable Y	Variable Z
Engagement to Work	Relationships with Colleagues	Job Effectiveness

William James Reddin
(May 10, 1930–June 20, 1999)

Figure 3 Reddin 3D Leadership Model

Source: William James Reddin – Wikipedia

1. The Endurance Leadership (DESERTER)

If people are in a situation of distress at work, unhappy with the colleagues, and hinder the job accomplished. They are experiencing problems with all three variables which is necessary to find a solution to this problem. If the first button is correct, then the problem will be unraveled. By considering to its causes which have a variety of people, such as the organization environment, or organizational culture. Such problems may arise for many reasons that hinder the achievement of work, for example, because women are blocked to be leaders in the corporate. Women are seen as the weaker sex than the male. So, female leaders must work harder to be accepted, more patience, more diligent, and more willingly work than males (Suthaporn Maruekphithak: 1995). None wants to leave from the organization, but he was forced to do that. Even leaders of organization may not resolve this situation well especially when try to change the attitude toward this problem. Therefore, it should be better to switch to a study to prevent problems repeatedly and apply a democratic administration not autocratic. Therefore, it is better to adjust the management system from consolidation to decentralization to prevent the problem. To solve these problems which are more complicated along with management strategies to cut the stress while improving the administrative method that has eased.

Variable X	Variable Y	Variable Z
Unintended to be effective	Unintended to be effective	Unintended to be effective
Engagement to Work	Relationships with Colleagues	Job Effectiveness

Figure 4 DESERTER MODEL

2. The Authoritative Leadership (AUTOCRAT)

If we aim at achieving distinctively by the variable X, we might be ignoring the good relationship which may cause long-term problems impacting to meet the goals. Lack of interpersonal relations and distrust of colleagues are the problems. Often use authority, apply punishment, look at others lifelessly and mindlessly. Strictness can accomplish the task in a short time but may cause lifelessness in the work and violent problems in the future. Moreover, there will be no new creations. So, we should find a flexible approach to certain situations and see the value of decentralization as having a positive response in many events that should be applied by reducing the issuance of orders and allowing subordinates to plan and improve their work gradually. Such as the leadership of former President Pak Chung Hee of South Korea with an authoritative leadership style in the development and administration of the country until Korea can finally escape from the poor country to the rich country (Somchai Jitsuchon, accessed on June 9, 2022).

Variable X	Variable Y	Variable Z
Intended to be effective	Unintended to be effective	Unintended to be effective
Engagement to Work	Relationships with Colleagues	Job Effectiveness

Figure 5 AUTOCRAT MODEL

3. The Empathetic Leadership (MISSIONARY)

Close looking at variable Y with an outstanding result, we will be asked to resolve the problem while keeping a good relationship. But we may face the long-term problem from not careful work. Because avoiding conflicts can lead to not getting the right solution. We perhaps refuse to talk about differences in hopes of smoothing things, to maintain good friendships with

each other. If we can maintain the balance between task accomplishment and relationship by keeping good relationship with people and actively work to respond to job KPI (Key Performance Index) at the same time. In fact, conflicts are not all bad. If we focus on the work to be fulfilled, many conflicts can be turned to be a good thing rather than being a failed person keeping good relationship. This leadership style is classified as a less effective leader. Working is based on being considerate of colleagues to maintain friendly relationship to reduce conflicts that may arise (Phra-Somphon Yoshato and Pra-Siriwat Piyasilo: 2020).

Variable X	**Variable Y**	Variable Z
Unintended to be effective	**Intended to be effective**	Unintended to be effective
Engagement to Work	**Relationships with Colleagues**	Job Effectiveness

Figure 6 MISSIONARY MODEL

4. The Conciliatory Leadership (COMPROMISER)

If we are aiming at variable X with an outstanding result, together with the outcome of variable Y in parallel. Even we are also having a strong professional as well as a good human relationship. Sometimes, its result turns negative. Although the qualifications are fit to both functional and human relations. It seems a good way, however when considering in detail. It is not going to be good timing when analyzing the idea and action after the solution. The solution is just in the outer shell and too shallow that is the short-term solution. The problem is not yet solved, it would be a lose-lose solution aimed at solving conflicts. All parties must sacrifice their interests for one another. Nobody can take full benefits; all parties are in a state of distress. Getting into a solution in this way is just a dispelling. Its result will not be positive in the long-term, sometimes it can be called a compromise solution. This leadership style will be reinforced with high flexibility in management and soft management, get to know the people, high knowledge of work, enabling operations to achieve the goals set in the short term, but it may not achieve in the long term (Virun Tangcharoen: 1999).

Variable X	Variable Y	Variable Z
Intended to be effective	Intended to be effective	Unintended to be effective
Engagement to Work	Relationships with Colleagues	Job Effectiveness

Figure 7 COMPROMISER MODEL

5. The Commanding Leadership (BUREAUCRAT)

Aiming at only on the success of the task by conveying the orders of a superior, it is a situation of leading by the words forward to others. It is suitable for the task in a way that focuses on the chain of command. Adherence to senior principles and conservative traditions. At the same reasons, we may focus on improving our work better, and more modern. However, we may overlook good friendships when working with colleagues at other levels. We may fail If we are used unlawfully by the superior. Such as the case of a police colonel Jo whose nickname "Joe the black bag cover the head" (thaipost.net, 29 August 2021) arising from the use of overpower to order his subordinates to work according to orders, regardless of whether the order is righteous way or not. When the leader ordered to turn left and right, his subordinates had to follow according to the traditional practices which does not consider the principle of righteousness based on suitable reasonable cause and effect, especially the principle of humanity, whether it is right or should be done or not. That can lead to the ends because leader may overlook the rightful morality but follow an unlawful practice of the righteous way. However, this can lead to success if we serve as a military officer or a public service, as well as accounting and legal work. We are very competent to work under a clear system, follow the regulations then act most correctly.

Variable X	Variable Y	Variable Z
Unintended to be effective	Unintended to be effective	Intended to be effective
Engagement to Work	Relationships with Colleagues	Job Effectiveness

Figure 8 BUREAUCRAT MODEL

6. The Artful and Invasion Leadership (BENEVOLENT AUTOCRAT)

If leaders seriously look forward to achievement, they could be successful in the job. Because they have motivational skills, a strong mind, softness, and high efficiency. Leaders who well understand about the job, engage goals they want, and have a long experience from the work process. They can motivate their followers to work hard until the task is accomplished, even though it is so difficult with many obstacles. According to the research of Areerat Jeanesang (2019), leaders should have planning. Set clear jobs on written goals to achieve the intended objectives. Leaders seem kind when the work performance is good. On the other hand, leaders look unkind and fierce when the followers lack the capabilities to achieve their goals. According to Orapin Piyasakulkiat (2017) summary of the leadership in Thailand 4.0 era, leaders must be committed to the work. Be confident, courageous, able to solve problems that may arise and to accomplish both efficiency and effectiveness of the goals of task. Hence leaders look strict leading in their work aiming at success through the cooperation of their followers who may resist occasionally. If the followers do not have enough capabilities. In solving this problem, Human resources development is essential because the business competition is quite high.

Variable X	Variable Y	Variable Z
Intended to be effective	Unintended to be effective	**Intended to be effective**
Engagement to Work	Relationships with Colleagues	**Job Effectiveness**

Figure 9 BENEVOLENT AUTOCRAT MODEL

7. The Developer and Suggestion Leadership (DEVELOPER)

If leaders trust their colleagues in terms of their work potentials and ability to achieve the goals, leaders who work well with others and able to motivate others greatly. The decentralization and job assignments often are suitable for their works. Just be aware that colleagues and followers have sufficient potentials and abilities to accomplish those tasks. Otherwise, the work may fail in this manner. Therefore, good decentralization should include empowerment which can help to follow up their progress and make the assigned duties more accountable. Leaders believe their works are normal same as playing or resting. Leaders believe people want to be themselves so knowing how to self-control and seek their responsibilities. Leaders believe that diligence,

systematic thinking, and creativity in everyone. Especially for supervisors who are the leaders of organizations need to be responsible. Have a positive mindset. Able to create, develop and solve problems to achieve the objectives of the organization (Supicha Pukanngam and Prinya Meesuk : 2017)

Variable X	Variable Y	Variable Z
Untended to be effective	**Intended to be effective**	**Intended to be effective**
Engagement to Work	**Relationships with Colleagues**	**Job Effectiveness**

Figure 10 DEVELOPER MODEL

8. The Executive Leadership (EXECUTIVE)

This is a balanced leadership in which leaders focused on all aspects. Leaders can predict the situation; they have high skills developed from the practitioner level. Leaders have good psychological skills and a lot of competitive experiences. Leaders know how to motivate their team for getting the highest possible outcomes, they place the high standards of production and operations. In terms of treating colleagues and subordinates, leaders are productive in their works, they intentionally consider for getting the achievements of their works and keeping close relationships with both colleagues and acting as good role models for subordinates. An example of such characteristic leaders who has excellent management which well manifested around the world, it is the Prime Minister of Singapore, Lee Hsien Loong. He leads the country, has formulated policies, clear, practical government measures to address the COVID-19 situation, which has been cooperative with all sectors in resolving the problem. He can clearly communicate to the people about the severity of the disease and cooperate with government policies until Singapore can get through the crisis (Jirawat Suriyachotichyangkul, 2020).

Variable X	Variable Y	Variable Z
Intended to be effective	Intended to be effective	Intended to be effective
Engagement to Work	Relationships with Colleagues	Job Effectiveness

Figure 11 EXECUTIVE MODEL

Conclusion

Because the executive leadership is likely an ultimate style to effectively meet the best consequences of leading followers. The executive leadership can work well with less obstacles. Leaders create a working atmosphere like pulling the same rope in the same direction. Encouraging subordinates to carry out in good operations by creating the awareness and building the atmosphere of involvement to everyone. The subordinates can well plan and execute their works better. By doing so, leaders often get great ideas from everyone. Leaders know that people want to lean on each other however people want their independence. Leaders understand the needs of their people and the organization who joined together. Leaders know the right time when to decide, command, announce, and know the proper time for all to consider a mutual agreement.

Executive leadership will welcome the arguments aimed at the success of the organization, knowing that it is necessary for listening to and solving controversial problems as a necessity, and deserving. It does not use by forces, never denies, and never avoids conflicts, knowing those different opinions are helpful to minimize the weak points. Normally conflicts can be understood and welcomed. When anyone in the organization reaches success, it will be recognized. All will mutually congratulate and accept as organizational success (win-win).

leaders are not only encouraging persons but also the working followers are morale-pleasant, ready to face hard work. Leaders do not want the worker to cover up any mistake but let everyone realize and involve in the works. Whether it may badly fail or succeed magnificently, everyone will congratulate altogether.

Finally, we may have a mixed and properly applied range of leadership styles to be able to apply them to a different situation. We may not need to be an executive leader in any situation because this executive leadership style is ideally overcome by several obstacles that specialize in leading teams and solving great problems. But we can optionally be good executive leaders when the situations may have many characteristics then choose appropriately according to the situation.

Basic Style	Less Effective Leadership Style	More Effective Leadership Style
Separated	Deserter	Bureaucrat
Related	Missionary	Developer
Dedicated	Autocrat	Benevolent Autocrat
Integrated	Compromiser	Executive

Figure 12 Reddin 3-D Leadership Model

Source: William James Reddin - Wikipedia

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