



Full Range Leadership Concepts

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Abstract. Leaders are critical to the success of jobs and organizations. Today it is believed that leaders are not by birth. Leaders are not born, leaders are made and they are made by effort and hard work, leadership is learned. Leadership is a term that has many definitions. But most people understand it is It is a social influence process in which one person intends to influence others in order to perform a set of activities, including the building of interpersonal relationships in an organization. Leadership is an influential process that enables a group to achieve its goals, which consists of many elements, such as giving trust and confidence in leadership, to be the most reliable indicator of their satisfaction. Organizational staff includes effective interpretations by useful leadership in three key areas, the key to winning trust and confidence in the organization. Therefore, this research is aimed to synthesize elements of the Full Range Leadership Concepts. This is the documentary research by analysis and synthesis the document concerning leadership revolution. The research results are found as follow; The full Range Model of Leadership consist of (1) Transformational leadership are the charisma or Idealized Influence : CI or II, the inspirational Motivation-IM, the intellectual stimulation-IS, and the individualized consideration-IC), (2) the Transactional leaderships are the contingent Reward : CR, and the management by Exception : ME, (3) the laissez-Faire Leadership : LF are the Work according to mood, no influence, no initiative, no formal order, no self-confidence, allowing all members to work freely. It is just a leader who provides equipment for its members, and doesn't try to have an evaluation.

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INTRODUCTION

Leader, there are various meanings such as the elected or appointed or honored persons of a group to act as guides and help the group achieve its goals. An overview of the leadership concepts that most scholars have summarized as follows: (1) The person who is the center or focal point of the activities within the group, which is the axis of the group, person who has more opportunities to communicate with others than anyone in a group, person who has a high influence on decision making. (2) The person who leads the group towards a purpose or destination, who even guides the group to its destination is considered a leader, including the leader who leads the group off the road. (3) The person whom most members select or raise to be the leader of a group, which is based on the social character, the individual dimensions, and the behavior of the leader. (4) the person with some unique qualities is that they are able to interpolate most influences causing group dynamics. And (5) A person who can lead a group in a specific way, or is a person who is directly involved in and involved in performing a leadership role or behavior (Kawee Wongput, 1992: 14-15). Thus, the leader means (1) Influential, artistic, influential people in order to give them the willingness to work towards their desired goals. (2) Be a leader and guide because leaders must help the group achieve the highest goals according to their abilities. And (3) Leaders not only stand behind the group that plan and drive, but they must stand in front of the group and lead the group to achieve its goals (Boonton Dockthaisong. 1992 : 266). Therefore, a leader is a person who is appointed or elected or honored by a group to perform the functions of a leadership position such as Guiding, directing and assisting the group to accomplish its intended purpose, however, the names of leaders are written differently depending on the type of work and organization in which they are located such as executives, managers, chairman, director, rector, commander of armed forces, governor, sheriff, village chief, provincial priest, abbot, permanent secretary, dean etc..

However, there is another state of leadership that complements that quality or lack of is "Leadership" which is the influence of a person or position to allow others to act in order to lead to the achievement of a defined group goal or it can be concluded that leadership is a form of interpersonal influence. There are 4 types of leadership concepts in management theory which are inputs to be used in

the process of productivity or outputs: Man, Money, Material and Management. Though, People are considered to be human resources that are one of the most important factors of all operations especially knowledgeable, skilled or talented people are a fairly scarce resource that must be well preserved. Therefore, the creation or development of people of an agency or organization is considered essential to get a person who has the knowledge, ability, quality to act as supervisor or executive who will lead the organization to the achievement of its goals. To be a great leader or a successful leader, you need to manage the factors effectively and efficiently: self-management, people management, and management. In particular, when it comes to self-management, it is important that executives have and develop leadership to constantly develop themselves to be desirable leaders, adopt the concept of leadership theory in the organization's environment so that the organization's activities can be carried out efficiently, creating prosperity for the organization and the nation (Rattikorn Chongvisal. 2013).

Leadership is the behavior in which leaders express their authority or influence on their colleagues in different situations, by motivating co-workers to create internal incentives for them to be satisfied, cooperate with each other willingly, and put forth their efforts to perform their work by putting their energy into perspective, physical strength, knowledge, the ability to help solve problems in order to effectively accomplish the objectives (Sureeporn Tassaneeyakorn. 1998 : 30) Leadership is the process by which leaders use their existing influence or power to induce or persuade subordinates to perform their duties effectively in order to achieve organizational goals (Kanda Janyam. 2013 : 128).

Nowadays, both public and non-governmental organizations are largely adapted to each other in an ever-changing environment, so it is imperative that they adapt to be flexible and become stronger and ready to face the next change, adjust job responsibilities to be aware of the use of various management and measurement tools, setting plans and goals for each department to individual, to the use of a compensation system of Pay for performance.

These changes affect employees at all levels of the organization, especially in terms of their sense of occupational stability and sometimes uncertainty, stress, resistance to changes in front and behind, including lack of cooperation, etc. These occurrences are inevitably detrimental to the organization, so the necessity of managers or supervisors at all levels play an important role in leading their own teams towards the success under the changes that come and this is the future challenge faced by leaders.

Therefore, this research is aimed to synthesize elements of the Full Range Leadership Concepts in order to be the theoretical framework for field research and a guideline for developing leadership of government and private organizations.

Literature Review

Leadership refers to the process in which one or more people, using their influence or group, motivate, direct, drive another person or group of people to be willing and eager to do whatever they wanted which has the success of the group or organization as the target. Leadership is the ability to influence individuals in a group to achieve their goals, use situational command processes, interacting, and convey ideas into action. It can be said that leadership is a dynamic interaction of three interrelated and influential processes: Leaders, Follows and Situations which leads to satisfaction in the performance and achieving the goals as summarized in Figure 1 as follows:

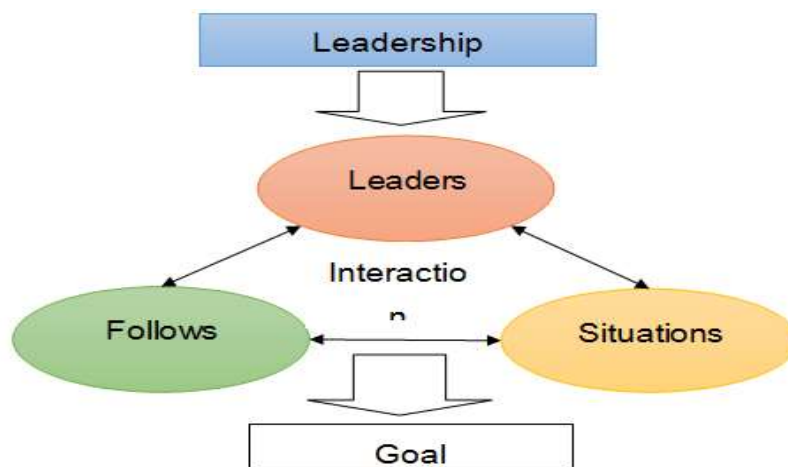


Figure 1: Interaction between leader, follower and process (Aree Petchpud. 1998 : 127)

However, for the long-standing paradigm of leadership education, it is called the evolution of leadership education: (Bass, Bernard M. & Riggio, Ronald E. 2006; Kiawe Wongput. 2007; Suthep Pongsriwat. 2013)

(1) *The first period: traits leadership studies:* studying the characteristics of leaders, comparing their characteristics with their followers, or comparing the characteristics of successful leaders with those who did not, the characteristics of a good leader include physical traits, social background, intelligence, personality, work-related traits and social traits. The first phase of the study of leadership began in 1930-1940. Greatman Theory of leadership of Ancient Greeks and Romans believed that leadership is spontaneous or innate (Born leader), it cannot be changed, but it can be developed. A good and highly effective leader is characterized by intelligence, personality, which represents leadership and must also be competent. Leaders in this era are Napoleon, Hitler, King Ramkhamhaeng the Great, King Naresuan the Great, King Taksin the Great, etc. Examples of Trait Theories;

The tasks of Leadership Mention the nine tasks that leaders need: Group goals are defined, group norms and values are established and motivated, managed, operational, can be explained, be representative of the group, be group symbols, and be creative initiatives.

Trait Theories of Gardner (1995) is Leader-constituent interaction, it is believed that leaders must have superpowers over others or have influence over others to meet basic needs. The expectations of individuals and leaders must be independent, able to develop themselves and develop their followers to be strong and able to stand independently. However, the theory found that there are no definite or definite characteristics of leaders because leaders may not express these attributes.

(2) *Second period: behavior leadership studies:* It is a study of how leaders act or what leadership behaviors are, which one might study the role of the leader, relate to the mission or solve the problem, and involve the maintenance of the group. And The second model is a study of a leader or a leadership model which focuses on the model of the leader who is used to manage his subordinates. There are mainly two types of studies: the work-oriented and the people-oriented. The study of important leadership behaviors such as LBDQ measure development, three-dimensional theory of William J. Reddin (1970) etc.

Behavioral Theories is developed from 1940 - 1960, the main idea of the theory is to look at what leaders do and point out that both leaders and followers have an influence on each other. The theorists include Kurt Lewin, Rensis Likert, Blake and Mouton and Douglas McGregor.

1. Kurt Lewin's Studies Lewin (Kurt, Lewin. 1951) Leaders are divided into 3 types: (1) *Autocratic Leaders:* Leaders who often make decisions for themselves have no specific goals or objectives, it is up to the leader himself, thinking of work-not thinking of people, sometimes it can cause enemies. A leader like this will only work well in times of crisis. As a result of this type of leadership, the subordinates lack self-confidence and creativity. (2) *Democratic Leaders:* Take group decisions or allow followers to participate in decisions, listen to public opinion, work in teams, have 2-way communication. These leads to increased productivity and job satisfaction, sometimes making it take longer to make decisions that are urgent. And (3) *Laissez-Faire Leaders:* A leader who often gives his subordinates the freedom to make decisions about problems, does not set exact goals, is unregulated. Leaders like this can cause frustration or dissatisfaction among colleagues and get low productivity. The work of a leader in this way is to distribute work to groups if the group is responsible and highly motivated, has good control over the group, is productive and creative.

2. Likert's Michigan Studies: Rensis Likert and social research institute of the University of Michigan conducts leadership research using a tool that Likert and Thought Group consist of Leadership concepts, motivation, communication, interaction and influence, decision making, goal setting, quality control and goal performance. There is divide for 4 types are Explorative-Authoritative, Benevolent-Authoritative, Consultative-Democratic, and Participative-Democratic (Likert, Rensis. 1967).

3. Blake and Mouton's managerial: Grid Blake and Mouton (1964) said that Good leadership has two factors: People and Product which must be set the quality and characteristics of the relationship of people as 1-9 and Products as 1-9 as well. Concluded that if people have high quality, it will result in higher yields and higher quality as well, called this pattern "Nine-Nine Style (9, 9 style)" which this form of administration is divided into five distinctive characteristics of leaders: (1) Task-Oriented/Authority Compliance, (2) Country Club Management, (3) Impoverished, (4) Middle of The Road Management and Team Management.

4. McGregor's : Theory X and Theory Y Douglas McGregor (1960) is an American psychosocial, whose theory relates to Maslow's theory of motivation and basic needs, which that McGregor believed that working with people must take into account human nature and human behavior means human beings have basic needs and motivation, effective managers must give followers or subordinates what they need in order to build faith and enthusiasm for subordinates to work towards their goals; (1) *X Theory:* The basis of people is that humans do not like to work, are lazy, want money, want to feel comfortable, therefore these people need to be in control at all times and have to have strict rules and regulations. *And*

(2) *Y Theory*: human is optimistic, self-aware, willing to work, learning, self-improvement, job development, creative thinking, and self-potential.

(3) *Third period: Situational leadership studies*: This is a study of leadership styles that are appropriate for each situation, because leadership effectiveness depends on the consistency between leadership style and situation such as Bass's research used two key components of forex leadership analysis: situational rewards and passive management. Transitional leadership occurs when leaders expand their horizons and raise the attention of their followers. Leaders make followers aware of the importance and acceptance of the group's purpose and mission, leaders' direct followers to see their own interests by looking at their own or the group's interests (Bass, 1994: 21). For examples;

1. Situational Management Theory or Contingency Theory of Fred E. Fiedler (1967): Emphasize the consistency of the leadership style with the situation in which this theory has 2 components: Relationship between members, job structure, and position power in situations where it is more or less controlled, active leaders are more effective than relationship-oriented leaders. But in situations where moderate control is required, relationship leaders outweigh active leaders.

2. Path-goal Theory of House & Mitchell (1977) This theory is divided into 4 types of leaders: supportive leadership, directive leadership, achievement-oriented leadership and participative leadership. Situation variables consist of two variables: the subordinate's personal characteristics and the job environment. Leader's behavior can be effective when it keeps subordinates satisfied and helps them perform their tasks.

3. Situational Leadership Theory or Life-cycle theory of Hersey and Blanchard (Hersey, P., Blanchard, K. H., & Johnson, D. E. 1996) This theory believes that each leadership style should be used for different subordinates, this theory divides leadership behavior into four types: Telling, Selling, Participating and Delegating. These are determined by the maturity of the subordinates. Subordinates have different maturity, so leaders must use different styles of leadership as well.

(4) *Fourth period: transformative leadership studies*: The study of leadership based on the theory of Transformational Leadership Theories, Burns (1978) has presented the Transformational Leadership theory, he believe that Executives should have a target leadership character (Transactional Leadership), and explains that it is a way in which management motivates followers to fulfill their expectations by clearly stating job requirements and rewarding them in exchange for their efforts to achieve their goals, therefor, there are 3 types of leadership styles: (1) Transactional Leadership, (2) Transformational Leadership, and (3) Moral Leadership.

In the year 1985 Bass found that His concept of leadership behavior contradicts Burns' idea which Bass found that the behavior of leaders in leading a group to perform a particular task better or exceed expectations, Leaders must share leadership in both styles as follows: (1) Transactional Leadership and (2) Transformational Leadership, which the behavioral leadership will come out in the areas of leadership, Transactional Leadership or Transformational Leadership, much depends on the following conditions; (1) Environment outside the organization, i.e. economy, social change Culture and customs of each locality. (2) The environment within the organization is jobs, colleagues, supervisors, subordinates and corporate culture. And (3) The leader's own personal attributes include personality, individual abilities, and individual interests.

Transformational Leadership according the Bass's concept means that leaders provide empowering assistance to followers to achieve a higher level of morale and motivation, leaders can motivate followers to work and strive to do more than expected (target), which Transformational Leadership consists of Charisma, Individualized consideration and Intellectual stimulation.

Transactional Leadership means leader guides or motivates followers to achieve a set goal, clearly identifying roles, work structures, and work needs, which are exchanged with the recipient's reward in order be the driving force for the work to achieve the objectives expected. Therefore, Bass present 2 approaches to showing targeted leadership are contingent reward and management by exception.

Separation of Transformational Leadership and Transactional Leadership, it is separated by ability to motivate followers to develop intelligence, thinking to solve old problems in new ways, creativity, to have a broader worldview at work. Because the Transformational Leadership will not be happy with the current situation and will try to find new ways of working to make the job as successful as the opportunity allows him to do so. As well as Transactional Leadership continue to focus on maintaining the current system of work to achieve day-to-day, secure and risk-free tasks.

However, the paradigm of leadership education has not stopped, theorists are constantly trying to design a conceptual framework for leadership education. "Full range of leadership" This is one of the conceptual frameworks that are gaining research attention, so this article aims to present the full range leadership conceptual frameworks, here are details.

Concept of Full Range Leadership

Leadership is a relationship of influencing one another between the leader and the audience who aim to achieve change, reflecting a common purpose. Leadership involves the use of Influence between groups of individuals with the intention of causing change. The change will reflect a common purpose between the leader and the follower. Daft (1999) said that influence refers to a relationship between individuals that is not surrender and coercion, which must be characterized as mutual acceptance (Reciprocal) between leader and follower, people in this relationship system need change. Hence, leadership is about creating and developing change, not maintaining status quo. Moreover, the required change, the leader is not the one who determines it, but is the common objective between the leader and the follower that will give rise to the motivation to convince the individual to pursue the real desired outcome (Jukkrit Sathapanasiri. 2018).

However, among the theories that management prioritizes education, understanding and implementation, leadership of change is a theory that has long been popular among management of various disciplines, whether it is business administration, public administration, finance administration, industry administration, public health administration and This is especially true for public administration, although the theory of transformational leadership has long been a accepted theory, because it can be applied to a wide variety of administrative situations and the theory of transformational leadership is still being applied in practice. However, efforts have been made to improve, change and continue to shape the theory of transformational leadership.

Research Methodology

This research is a documentary research by studying concepts and theories related to leadership, then analyzing and synthesizing them into a theoretical conceptual framework of Full Range Leadership. Research sources are documents of concepts, theories and related research. The data collection tool is a document analysis and synthesis technique. To analyze data is the content analysis and triangulation, then descriptive synthesis results are presented.

Research Results

The theory of transformational leaders has led to the theory of transformational leadership which it refers the process which leaders transform the efforts of their followers higher than traditional expectations, resulting in operational efficiencies that exceed expectations, the leaders must play the role of transformational leadership, giving followers a feeling of trust, loyalty and respect, make follower become a potential person, become a developer and be a booster themselves which leaders must elevate the feelings and awareness of their followers, recognizing the importance and value of the desired outcome. This leads to the means of achieving the maximum effectiveness of the organization that all parties need and thus the follower not only has personal interests, but is dedicated to the organization or its participation (Jukkrit Sathapanasiri. 2018).

Nowadays, both public and non-governmental organizations are largely adapted to each other in an ever-changing environment, so it is imperative for them to adapt to be flexible and to become stronger and ready to face the next change. The necessities of this change include adjustment of job responsibilities, awareness of the use of various management and measurement tools, and the work plans and goals of each department to individual. The necessity of managers or supervisors at all levels play an important role in leading their teams to success under this change, thus, this is the future challenge the leaders will face. Bruce J. Avolio (1994) is the one who has adopted concepts of Transformational Leadership and Transactional Leadership in order to applied together by called the Model of Full Range of Leadership which is demonstrating different levels of effective leadership. In addition, Bass, Bernard M. & Riggio, Ronald E. (2006) was another person who presented the transformational leadership theory in his paper on the title "Does the Transactional-Transformational Leadership Paradigm Transcend Organizational and National Boundaries?" by extension of the concept of James M. Burns appeared as a full range model, which used a multicomponent leadership instrument and the results of a leadership component analysis model of the full Range of Leadership which is transformational leadership he proposed in 1985. However, Suthep Pongsriwat (2013) has compiled the perfect range leadership according to the concept of Bernard M. Bass and Bruce J. Avolio as follows: **(1)** Transactional leadership consist of the Laissez-Faire : LF, the Management-By-Exception, and the Contingent Rewards : CR). And **(2)** Transformational leadership consist of the Individual Consideration: IC, the Intellectual Stimulation: IS, the Inspirational Motivation: IM, and the Idealized Influence: II.

However, it appears efforts have been made to study Transformational leadership as measured by the Multifactor Leadership Questionnaire: MLQ, which has presented the Full Range Model of Leadership using the results from the analysis of 3 leadership elements: The Transformational leadership, the

Transactional leadership, and the Laissez-faire leadership namely (Bass, Bernard M. & Riggio, Ronald E. 2006; Rattikorn Chongvisal. 2013; Orapin Piyasakulkiat. 2017).

Transformational leadership

Transformational leadership means the way a leader or management behaves as a model or model for follower or personnel. Leaders will be honor, respect, trust, trust and make followers proud when they work together, including to be process by which leaders transform the efforts of the follower to the higher the intended endeavors. As a result, performance is expected by the performer giving the follower a feeling of trust, joy, loyalty and respect until it makes followers become potential, developers, self-reinforcement. The leaders must increase the level of the follower's sentiment, the importance and value of the desired outcome and the means to achieve the desired outcome, making the follower irrespective of personal benefit, but dedicated to the organization by stimulating the level of Maslow's needs (Bass and Avolio 1999; Prasert Sompongdam. 1994: 61-66), therefore, Bass and Avolio's transformational leadership behavior has four components:

1.1 Charisma or Idealized Influence (CI or II): the leaders act according to their roles, making followers admire, pride, loyalty and trust in leaders and Leaders devise a plan for the followers to follow by creating a common vision. The leaders who are visionaries and know the organization mission build trust, trust in the mission as a whole, lead in a manner of behavior, attitudes and values of leadership, showing followers. That they can perform their tasks in order to achieve what the follower feels is feasible for future vision and objectives

1.2 Inspirational Motivation (IM): it is a process in which a leader motivates his followers, motivates them not to see their own interests, but is dedicated to the team, values performance, as a result, the follower makes a special operational effort that leads to a simple approach to persuade and emotional the follower to understand the vision and meaning, feeling that the mission is important. such as the leaders use words or symbols to create imagination. Motivational leadership appears when leaders motivate followers, motivate them to perform, and ensure that followers are capable of meeting their objectives. The leaders build confidence and belief in the reasoning that the followers perceive that what they are doing has a purpose and creates an expectation of success for the follower.

1.3 Intellectual Stimulation (IS): it is a process in which leaders motivate followers to see new methods or approaches to solving problems by acting in order to make them satisfied and willing by using of symbols, imaginations and simple language to encourage followers to understand and accept roles and to build confidence and to promote the value of the desired outcomes, as a result, people make more effort in their operations, and solving more operational problems and solving them with neatness. intelligence stimulation is the use of motivation by giving facts, knowledge, principles, ideas, theories as well as activities, strategies, projects, suggestions by presenting their thoughts openly, advocating and protesting, contested, attempt to highlight the weaknesses of traditional culture and highlight the strengths of the culture in the organization that the situation in which transformational leaders use to stimulate intelligence to change groups and organizations, when a group or organization is threatened by the environment and a serious problem of degradation of an ineffective agency occurs because of broken tool, lack of materials, follower not coming to work. Consequently, Leaders must therefore be empowered to change and initiate solutions to many problems faced by the organization, especially senior and mid-level executives, to concentrate on strategies and have demonstrated activities show how to solve problems for themselves and their followers by analysis of planning, action and evaluation has already emerged, and thus informs the follower of the opportunities or threats faced by the organization, including their strengths and weaknesses and their advantages, as compared to other organizations.

1.4 Individualized Consideration (IC): the process by which leaders behave themselves are development oriented (Individualized of Followers), Diagnose and elevate follower needs, have individual follower contact and two-way communication, pay attention to the individual needs of the follower, decentralize responsibility, encourage the follower to visualize himself, stable, integrated needs, clear vision, desired information, specific needs, self-consciousness, responsibility and self-control. And leaders build confidence and promote the value of a given outcome.

2. Transactional leaderships: It is a process by which a leader rewards or punishes a follower depending on the performance of the follower, the leaders will use the transaction process according to the situation, Leaders motivate followers to perform at their expected levels by associating need and rewards with goal achievement, most of which are external, Transactional leaderships were as follow;

2.1 Contingent Reward (CR): It involves the interaction between the leader and the follower, which emphasizes exchange, that is, Leaders award appropriate rewards for those who follow the agreement or make reasonable efforts.

2.2 Management by Exception (ME): It is a management that allows it to be as it was in its original state (status quo). Leaders do not try to meddle, intervene only when something goes wrong or underperforming, Reinforcement is often negative, that is to blame negative feedback. There are two types of traded leadership contexts:

2.2.1 Active Management-by-Exception: MBE-A) Leaders use a more preservative approach than fix, they observe the performance of their followers and help correct them to prevent or potential failure.

2.2.2 Passive Management-by-Exception: MBE-P) Leaders will use traditional methods of work and try to maintain the same status (status quo), As long as the old method works, if something goes wrong or something goes wrong, the leader intervenes if the performance is not up to standard or something goes wrong.

3. Laissez-Faire Leadership (LF) 1or No leadership behaviors were meaningful leadership, lack of responsibility, no decision making, reluctance to choose which side, lack of participation when pursuers need leaders, leaders are absent, lack of vision of organizational missions, are not clear on goals. This type of leader is a leader who allows the follower to have full freedom and freedom to work or let his subordinates do what they like, , led the follower the power to make decisions and make decisions without having to wait for instructions, provides a wide range of freedom for everyone, without the need for leaders to be involved in work or activities, or If there is a little involvement, which, if look at it, is like a leader who is rarely responsible for anything, and rarely had a supervisory role. The likelihood of a follower is like a person who has no principles or ideology in the work, does not consider or adheres to the rules of conduct, allowing the work to be unconventional in work, do not dare to make decisions and express opinions, leaving it to be the responsibility of the followers themselves. The leader's duty is only to sign through the matter, and look at the post office which are from having a leader like this; Organizational operations will fail, difficult to succeed, because the followers lack the morale and principles of the work, work in a systematic way, without order, planning, there is no work that can achieve the goals. In summary, the characteristics and behavior of the Laissez-Faire Leadership are as follows (Pongthep Sukthanarak. 2020); (1) to work according to emotions, leave work at ease, do not care, do not pay much attention to the work, do not set the exact purpose of work. (2) No influence, no effort, no daring to use leadership roles, members live comfortably without supervision. and (3) there is no initiative, is not involved in initiatives or cooperates in activities, or is just a minor to give opinions and participate in activities in very small groups. (4) There are no exact rules of work, no matter how many principles or rules are, and neither does nor establish rules for supervision. (5) Lack of self-confidence, indecisiveness, problems, with authority leaders rarely leave comments for members unless questioned. (6) Let all members work freely and decide to solve problems among themselves. Whoever does nothing will not interfere with, if there is little or no participation. (7) it is only leader that provides equipment and supplies for members and (8) Not trying to have an evaluation.



Figure 2: The concept of complete range leadership (Synthesized by the author)

Conclusion

From the analysis of leadership, it can be seen that groups of people and their members are regularly interrelated, in this regard one or more members are assigned or accepted as leaders due to differences. In various aspects from the people of the group which is considered a follower or subordinate or practitioner. Almost all leadership involves the use of influence, most of which are leaders trying to influence a follower in another group or individual so that attitudes, behaviors, and so forth are directed toward the purpose of the group or organization. Therefore, leadership is a process in which one or more people conform to what they propose, or try to use their influence or groups to motivate, direct, push others or other groups of people willing and eager to do what they want which there is the success of a group or organization is a goal.

Suggestions

1. Organizational administrators should study and examine them to bring those characteristics into self-improvement by providing programs that promote innovation and entrepreneurship, A project to create and cultivate a sense of social responsibility in order to drive the development of organizations that are suitable for national policies and strategies.
2. Organizational administrators should have a detailed study of the desirable characteristics of vision and commitment, have leadership ideology, management of the leader, the good governance leadership to create conditions suitable for present and future and to develop oneself leading to effective organizational development.
3. Conduct research results to create appropriate leadership styles for executives at all levels as a guideline for setting direction and policy for the development of appropriate skills among executives which continuing to develop in the same direction and developing corporate executives who will take new positions in order to drive the organization's mission for maximum efficiency.

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