

This study examines how male subordinates feel about being supervised by women, with a focus on those who used to work under male supervisors—presently under female supervision. The purposes of the study are as follows :

1. To find out about changing attitudes among those who have just recently been supervised by women.
2. To measure the extent to which male subordinates accept or do not accept their female superiors.
3. To examine whether the levels of their morale have been affected by the present condition of being supervised by women.
4. To find out whether the respondents have ever thought of leaving the present jobs.

A self-administered questionnaire was used to collect the relevant data from a purposive sample of 224 government officials and private enterprise employees who at present have been working under female superiors or supervisors.

The findings reveal that among those who reported a decrease in their morale levels, more than 70 percent did not specify the state of being under female supervision as its "cause".

With respects to demographic and background characteristics, it was found that while male respondents were more likely than their female counterparts to hold negative attitudes toward their female supervisors there was no difference between the two sexes regarding their acceptance (of female supervision), morale, and thought of leaving the present jobs. It was found also that those who had just been supervised by women did not differ from their counterparts in

terms of attitudes, acceptance, morale, and thought of leaving the present jobs. Respondents from the private sector do not differ from their counterparts in government administration in terms of the above-cited attitudes and feelings. The same is true with respect to the respondent's work status and position.

Strong relationships were found between acceptance of female supervision, on the one hand, and morale and thought of leaving the present jobs, on the other hand. Acceptance or no acceptance of female supervision seems to be the real determinant of the level of morale and thought of leaving the job. Likewise, the thought of leaving the present job was found to be determined by the level of morale.

Finally, the respondent's attitudes toward female supervision were found to be unrelated to other thoughts and feelings.

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