

## ABSTRACT

The objective of this study was to: 1) find out the attitudes of subordinates toward the personality and leadership style of female managers in Adidas Sourcing Limited, Thailand Representative Office; 2) investigate opinions of subordinates about the knowledge and skills of female managers when performing their duties; 3) identify the opinions of subordinates about the fairness of female managers; 4) analyze the human relation characteristics that female managers normally have shown; 5) examine the best qualifications and personality of female managers; and 6) elaborate on the management style which female managers need to improve.

The survey was conducted, based on the one-shot contact with the study population. The questionnaire was purposely distributed to the employees who work at Adidas Sourcing Limited, Thailand Representative Office. From the 120 questionnaires distributed, only 96 questionnaires were collected.

The findings revealed that the majority of the respondents had a positive attitude toward the personality and leadership style of female managers. They also had positive thinking about the knowledge and skills of female managers, followed by the leaders' fairness and human relations. The results of the study also showed that the subordinates' different backgrounds, namely age, gender, and educational level did not significantly affect their attitude toward female managers. A significant relationship was found between work experience and attitude with personality and leadership style toward female managers. However, no significance was found between work experience and attitudes with knowledge and skills, leaders' fairness and human relations.

In addition, the best qualifications and personality of female managers were fairness, honesty and an understanding of subordinates' feeling. In contrast, for further career advancement in the management rank female managers should have better communication skills and good relations with subordinates and be more understanding of their subordinates' role. These feminine management styles could be a useful guide to step to the managerial level in the organization.