

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND**

The roles of women in organizations have caused the attraction to observe how business today has increasingly received great contribution from women to join the management ranks as leaders.

The number of women who have entered management ranks is increasing, but it is not so simple for the majority of them to climb up to a management position. And the problems some women are facing in their efforts to be hired as managers or promoted to management positions have encouraged the researcher to find out the attitudes toward women managers.

From the personal statement by LaRouche and Ryan (1984), women who work are well aware that they generally have a harder time of it than men. Not only do women often have to be better than men to get to the same place, but many working women also seem to run up against difficulties, rough spots, and painful occurrences far more often than men do. The problems women encounter in the workplace arise from three basic causes: first, prejudice, which everyone knows about-but it does not always operate in ways you might think; second, women's unfamiliarity with how business works at higher levels-which results in some common female blind spots; and third, women's cultural conditioning and upbringing.

Thus, women are viewed in ideas of "feminine" behavior patterns, mind-sets, and emotional expectations that are often irrelevant, inappropriate, and damaging to their own career interests, such obstructive behavior pattern or blocks can prevent them from implementing the required solutions to their job problems.

Having worked with female managers at Adidas Sourcing Limited, Thailand Representative Office for over 6 years, the researcher has observed some conflicts between subordinates and their female managers. Interestingly, although there are both men and women in the company, the number of conflicts with female managers occurred more often than with male managers. This phenomenon has aroused the researcher's curiosity to find out why female employees tend to have more conflict with female managers. Furthermore, the study will be also useful for women who may want to know how to gain a high level job in the organization.

## **1.2 STATEMENT OF THE PROBLEMS**

### **1.2.1 Main Problem**

This study will be conducted to answer the questions below:

What attitudes do subordinates have toward the personality and leadership style of female managers in Adidas Sourcing Limited, Thailand Representative Office?

### **1.2.2 Related Problems**

The following related problems that will be addressed in this study are as follows:

1. What are the subordinates' opinions about the knowledge and skills of female managers when performing their duties?
2. What are the subordinates' opinions about the fairness of female managers?
3. What are the human relation characteristics that female managers have normally shown?
4. What are the best qualifications and personalities of female managers?
5. What management style do female managers need to improve?

## **1.3 OBJECTIVES OF THE STUDY**

### **1.3.1 Main Objective**

To find out the attitudes of subordinates toward the personality and leadership style of female managers in Adidas Sourcing Limited, Thailand Representative Office.

### **1.3.2 Sub-Objectives**

1. To investigate the opinions of the subordinates on the knowledge and skills of female managers when performing their duties.
2. To identify the opinion of the subordinates on the fairness of female managers.
3. To analyze the human relation characteristics that female managers have normally shown.
4. To examine the best qualifications and personalities of female managers.
5. To elaborate on the management style which female managers need to improve in their positions.

## 1.4 DEFINITIONS OF TERMS

Definitions of terms of this study are the following:

**1.4.1 Attitude** is a disposition to respond favorably or unfavorably to female managers. The respondents answer each item by choosing one of five alternatives, a format proposed by Likert (1932) as part of attitude scaling method: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

**1.4.2 Subordinate** is a male or female employee who has lower position and has to work under supervision of female managers.

**1.4.3 Female Manager** is a woman human being who is considered as being in charge of an organization or if she has worked at management level.

**1.4.4 Management** is the process of working with and through people to achieve objectives by means of effective decision-making and coordination of available resources.

**1.4.5 Age** is the number of years since an employee was born according to the calendar year.

**1.4.6 Sex** is the classification of gender based on human biology.

**1.4.7 Educational Level** is the highest educational level accomplished by an employee as follows: High School/Vocational, Diploma or equivalence, Bachelor Degree, and Master Degree or higher.

**1.4.8 Work Experience** is the number of years working with female manager.

## 1.5 SCOPE OF THE STUDY

The subjects in this research were employees working at Adidas Sourcing Limited, Thailand Representative Office. The total number of employees from 13 departments of Adidas was 120 employees and they were asked to answer the questionnaires which were designed to study the opinion of the employees toward the management style of female managers.

## 1.6 SIGNIFICANCE OF THE STUDY

The usefulness of the study can be described as per the following aspects:

**1.6.1** The findings of this study can give an overview of attitudes of subordinates toward female managers.

**1.6.2** The results of this study can be effective guidelines for female managers on how to adjust their management style so that they can interact with their employees and solve problems in an open, honest atmosphere of trust and helpfulness in order to gain the best outcome for the organization.

**1.6.3** This research can provide guidelines for Human Resources department in recruiting new employees by means of facilitating a more positive perception towards female managers.

**1.6.4** The research findings are useful for the potential employees who want to step to a managerial level so that they will be effective leaders in the future.

## **1.7 ORGANIZATION OF THE STUDY**

The study of attitudes of subordinates toward female managers in this paper is divided into five chapters:

Chapter One provides a brief introduction, background of the study, and statement of the problem. The objectives and scope of the study are also presented. Terms of definitions are defined. The significance of the study is mentioned, and the organization of the study is outlined.

Chapter Two contains a review of literature relating to attitudes and related theories, personality and leadership style, managerial decision making, knowledge and skill, fairness, and human relations. Then relevant research of the study is included.

Chapter Three focuses on the methodology applied in the study, starting from the subjects selected for the survey, the materials used for gathering information, and procedures for distributing materials. Then a data analysis is presented.

Chapter Four illustrates the analysis of data collected from the questionnaires. The results of the study are displayed according to the demographic information of the respondents, the respondents attitudes toward the management style of female managers i.e., personality and leadership style, knowledge and skill, fairness and then human relations.

Chapter Five includes a summary of the study, summary of findings, discussion, conclusions, and recommendations for further studies.