

## APPENDIX A

### Questionnaire in English

#### Attitudes of Subordinates toward Female Managers

**Explanation:** This questionnaire is designed to study the attitudes of subordinates toward female manager, a case study at adidas Sourcing Limited, Thailand Representative Office. This questionnaire is a part of a research study of graduate students required in the Master Program of Language Institute, Thammasat University.

Your information will be treated confidentially and used only for research purposes. Thank you for your cooperation in filling out this questionnaire.

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#### Part I: General Information of respondents

**Direction:** Please mark ✓ in  that is true or best answer for yourself.

1. Age

- |  |  |
|--|--|
| <input type="checkbox"/> 20 - 30 years old | <input type="checkbox"/> 41 - 50 years old |
| <input type="checkbox"/> 31 - 40 years old | <input type="checkbox"/> 51 years up       |

2. Gender

- |                               |                                 |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

3. Educational Background

- |   |  |
|---|--|
| <input type="checkbox"/> High school / Vocational | <input type="checkbox"/> Diploma or equivalence    |
| <input type="checkbox"/> Bachelor's Degree        | <input type="checkbox"/> Master's Degree or higher |

4. Work Experiences / Number of years working with female manager

- |                                       |  |
|---------------------------------------|--|
| <input type="checkbox"/> below 1 year | <input type="checkbox"/> 1 - 2 years       |
| <input type="checkbox"/> 3 - 4 years  | <input type="checkbox"/> More than 4 years |

## Part II: The respondents' attitudes toward personality and management style of female managers

**Direction:** Please read the following statements and mark  in the box that mostly reflect to your feeling toward your managers.

Strongly Agree (SA)	=	5 points
Agree (A)	=	4 points
Neutral (N)	=	3 points
Disagree (DA)	=	2 points
Strongly Disagree (SD)	=	1 point

Personality and Leadership Style	Strongly	Agree	Agree	Neutral	Disagree	Strongly	Disagree
	Agree					Disagree	
1. Your manager is a trustworthy person. (You can consult them both work and personal matter)	5	4	3	2	1		
2. Your manager is an optimistic person when problems occur.	5	4	3	2	1		
3. Your manager is committed to her work.	5	4	3	2	1		
4. Your manager is a punctual person.	5	4	3	2	1		
5. Your manager inspires you to career advancement.	5	4	3	2	1		
6. Your manager always encourages you to solve problems.	5	4	3	2	1		
7. Your manager is decisive (fast, prudent, and exact). She always retains the final decision making authority with her department or team.	5	4	3	2	1		

8. Your manager always supports and protects subordinates on the right basis when problems occur.	5	4	3	2	1
9. Your manager has high responsibility. When failure occurs, she never pushes the responsibility to her subordinates.	5	4	3	2	1
10. Your manager closely monitors her subordinates to ensure they are performing correctly.	5	4	3	2	1
11. Your manager shares her leadership power with her subordinates and uses leadership power to help them grow.	5	4	3	2	1
12. Your manager directs or threatens her subordinates with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1

<b>Knowledge and Skill</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
13. Your manager is knowledgeable in the position.	5	4	3	2	1
14. Your manager has vision for working in the position.	5	4	3	2	1
15. Your manager is able to create a strategy to keep a project or process on schedule.	5	4	3	2	1
16. Your manager is an effective communicator and coordinator with subordinates and others colleagues.	5	4	3	2	1
17. Your manger has a clear working standards and principles.	5	4	3	2	1
18. Your manager delegates or assigns tasks in order to implement new procedures or processes.	5	4	3	2	1

<b>Leader's Fairness</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
19. Your manager treats subordinates equally.	5	4	3	2	1
20. Your manager can assign and delegate work based on individual competence.	5	4	3	2	1
21. Your manager provides an equal opportunity for subordinates to learn their jobs.	5	4	3	2	1
22. Your manager uses performance evaluation as criteria for job movement and promotion.	5	4	3	2	1
23. Your manager gives an equal chance for subordinates such as internal and external training.	5	4	3	2	1
24. Your manager allows subordinates to determine what needs to be done and how to do it.					
25. Your manager gives subordinates right to determine their own organizational objectives.					

<b>Human Relations</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
26. Your manager gets along well with all subordinates.	5	4	3	2	1
27. Your manager is well liked and respected in the organization.	5	4	3	2	1
28. Your manager socializes with subordinates and other colleagues to keep and maintain a good relationship.	5	4	3	2	1
29. Your manager encourages staff to participate in the company's activities.	5	4	3	2	1
30. Your manager asks for subordinates' ideas and input on upcoming plans and projects.	5	4	3	2	1

**Part III: Additional opinions and comments**

1. What are the best qualifications and personality you found in your female manger?

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2. What management style do you think your manager needs to improve?

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Thank you very much for your kind cooperation in answering the questions.

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