



**A NORM OF GENDER EQUALITY IN THE NAVY:
A CASE STUDY OF INTEGRATING FEMALE
OFFICERS AND SAILORS ONBOARD WARSHIPS IN
THE ROYAL THAI NAVY**

BY

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FACULTY OF POLITICAL SCIENCE

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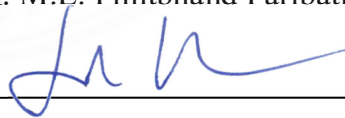
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ABSTRACT

This research investigates the norm of gender equality utilizing two international relation theories of constructivism and feminism in a case study of identifying the contributing factors of integrating female officers and sailors onboard warships in the Royal Thai Navy. The research reflects a non-western perspective in which previous researches have not explored. Most previous researches that were related to women in combat are from a western perspective. The research was conducted in a mixed method utilizing both quantitative and qualitative methods. Conducting a survey from personnel within the Royal Thai Navy covering all ranks from officers, non-commissioned officers, to trainees. As for the qualitative part, a semi-structured interview interlinked with the variables from the survey was conducted from officers who work in different branches for the Royal Thai Navy such as human resources, operations planning, and commanding officers of warships. Additional and supplementary interviews from overseas naval officers from Singapore, Brunei and Australia were also conducted, in which can provide a better overall perspective from both outside and inside the organization.

The research identified what changes must be made in order for organizations with long-standing culture and traditions like the Royal Thai Navy have

to make in order to conform with international norms. Military culture and ideology are seemingly impossible to change or breakthrough, however through small repetition and gradual increments of changing ideals and viewpoints of individuals through constructive idea sets can eventually change how the issue is perceived. This welcomes and eases change within organizations with more strict and long-standing rules and regulations. Traditional ideas must be challenged and tested to prove to the public and reflect that change is possible. External pressure and internal pressure all play a role in pressuring change for the organization. The findings of this research show and reflects evidence that personnel within the organization itself already has a level of acknowledgement and understanding in terms of gender equality, in which the majority reflected that change for the better for the organization is welcomed and not condoned upon. From this research we gained a better understanding from a non-western perspective and is able to provide a brief policy recommendation for the organization to initiate change.

Keywords: Gender Equality, Combative Roles, Warships, Integration of Females, Women in Combat, Navy, Equal Opportunity,

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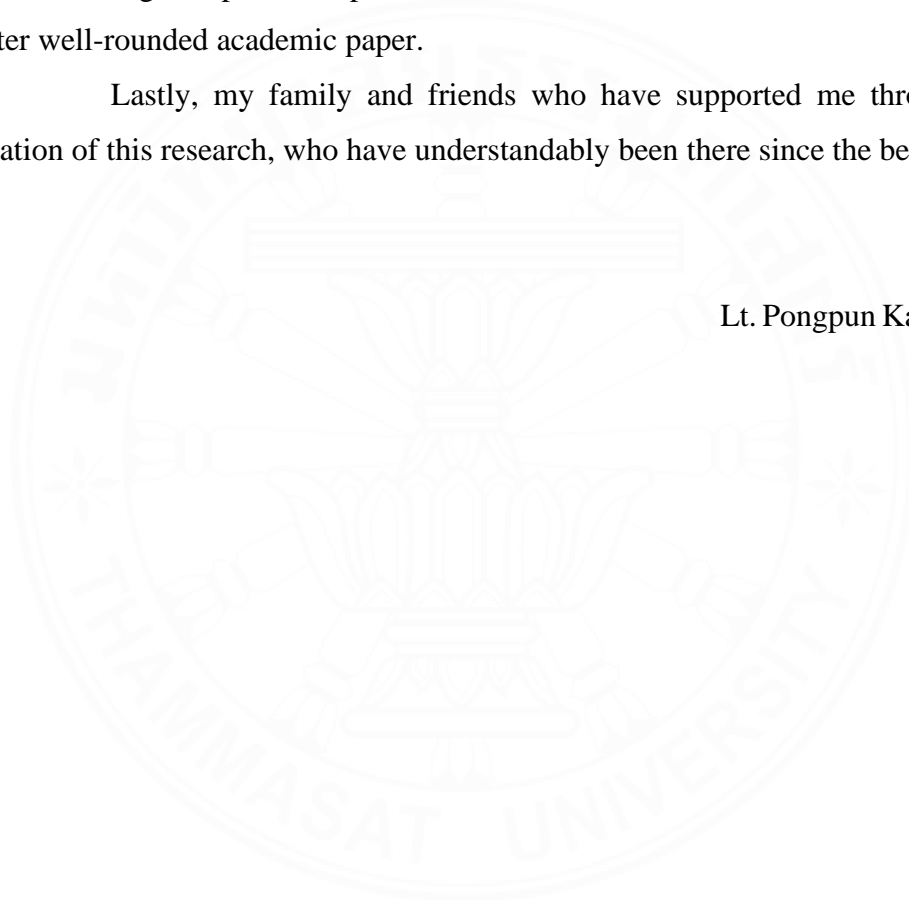


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LIST OF ABBREVIATIONS

Symbols/Abbreviations	Terms
AAR	After Action Review
ADMM	ASEAN's Defense Ministers Meeting
CO	Commanding Officer
H.M.A.S.	Her Majesty's Australian Ship
H.T.M.S.	His Thai Majesty's Ship
NCO	Non-Commissioned Officer
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedure
RAN	Royal Australian Navy
RBN	Royal Brunei Navy
RSN	Republic of Singapore Navy
RTN	Royal Thai Navy
WRAN	Women's Royal Australian Navy
XO	Executive Officer

CHAPTER 1

INTRODUCTION

1.1 General Statement of the Problem

In the modern day and age where there is a proliferation of ideas, social values, and social norms for changes in many different aspects. Feminism has recently spurred into a foray of international discussion involving the movement of promoting gender equality and opportunity. Lessening the oppression and segregation between males and females. Creating a social environment that is beneficial and equal for every person. Constructivism has also had an increase in impact to the international society, where ideas are constructed between groups of people or societies to form a certain accepted norm within themselves and also to carry influence across to other groups.

Constructivism and feminism both pushes to promote and create an ideal world where everyone is equal to one another no matter what sex, race, or religion they are. It should not matter what so ever. However, even in the 21st century, females are still struggling to be viewed as equals in many fields of jobs and occupations. There are still certain constraints and limitations towards women, such as pay, oppression, and opportunity. Especially in some certain occupations where there are many factors that oppose against integration of females into that job position such as roles that involve the security of the state, where capabilities and competencies are the main focus or factor that comes into play. When the world is heading in a direction that promotes equality such as the United Nations Sustainable Development Goals but Thailand itself is not in sync with this trend or direction in terms of promoting equality within the Royal Thai Navy.

In the past physical limitations maybe a major stumbling block in promoting or integrating females into the combative roles within the Navy, however technology has become much more advanced and integrated into the system and workflow within the organization. Lessening and alleviating the physical demands from the use of physicality and manpower. Personnel working on warships are more of an operator with technology doing the heavy lifting for them in most of the heavy

machinery and weapon systems. There may still be some jobs and areas that may still need actual manpower to get the job done, but most of the tasks and jobs onboard warships are in some shape or form assisted or even operated by technology and machinery already. This paradox opens up to a question of why females are not integrated into the workforce, when technology has come into the equation and reduced the gap difference of both sexes.

A case that signifies or reflects the inequality for females and males in terms of equal opportunity within the Navy exists already from the beginning prior to even entering or serving for the nation itself. The majority of military academies within the Navy are only open to male applicants. For instance, Royal Thai Naval Academy (Officers), Naval Rating School (Sailors), Naval Marine Corps School, Naval Signals School, Naval Supply School. All of the mentioned academies and schools are open to male applicants only. Whereas for females are only able to apply for Royal Thai Navy Nursing College and Royal Thai Navy School of Music. These two schools only represent a very niche or small portion of the personnel percentage working for the Navy. It is also a very specific job that are pinpointed to conduct their own specified work. Whereas the males have a much more open and wide variety of opportunities to choose from. Apart from entering via Naval Academies or schools', females can apply for job specific roles within the Navy. These are positions that require specific degrees and are specialized positions such as law, management, logistics, linguistics and academics. These roles are only supportive roles which also represent only a small portion of the manpower within the Navy. There are no options or positions for females to even apply for combative roles of which makes up to majority of the active personnel serving. This case can show and reflect the inequality between both sexes.

Within the Royal Thai Navy, there have been movements and agendas to promote female roles and jobs within the organization through an internal association within the Navy, which is the Royal Thai Navy Female Association. This association's goal and aim is to enhance the image and capabilities of the female officers and sailors within the Royal Thai Navy. By recent statistics from 2020 survey, there are currently approximately 4,400 females within the organization compared to the 60,000 active male officers and sailors. The association holds annual meetings and conferences on various topics in which is aimed to position and create better career paths for the current

active females in service and also for the future female enlistees. This provides a recognized voice from the minority sex within the service reflecting and voicing issues and concerns from the females. Despite having a recognized association within the organization, females are still lacking in the same job openings and roles within the Navy especially in combative roles. There has been little to no discussion at all regarding to integrating females to serve or work onboard warships for the Navy. This still poses a question to why even females within the organization have not even mentioned or strived for equality within the workforce.

International and regional initiatives such as the United Nations Sustainable Development Goals, goal number 5 which states to; ‘Achieve gender equality and empower all women and girls’, or one of ASEAN’s fundamental principles which is to have ‘Mutual respect for the independence, sovereignty, equality, territorial integrity and national identity of all nations.’ These all reflect the recent movements and initiatives that promote gender equality and recognizes the long-standing issue of female oppression.

To circle down into the defense realm, the ASEAN Defense Minister’s Meeting (ADMM) has declared and reaffirmed adherence to the fundamental principles and purposes enshrined in the ASEAN charter and treaty of which was stated earlier. ADMM also commits to the maintenance and promotion of peace, security, stability, and safety of the region whilst still maintaining the non-interference principle. In summary, globally and regionally there have been movements and initiatives that recognize and are starting to adopt movements in the direction to promote integration of females and neutralizing gender inequalities in the society.

This poses an issue or problem at hand related to women or females in combative roles within the military. Despite the movement of global norms in promoting and striving for gender equality, why does the Royal Thai Navy still not act accordingly to promote gender equality in terms of opening up combative roles to females? Are there too many socio-cultural constraints or organizational ethos that obstruct the integration of females? This leads to the problem that I will research about, the factors and their effects on integrating females into combative roles within the Royal Thai Navy, specifically warships.

1.2 Research Questions

1. Why has Thailand in particular the Royal Thai Navy not promoted and posted female officers and sailors to work onboard warships?
2. Why has it failed to comply with international norms, especially gender equality?

1.3 Definition of Terms

Warships: A surface vessel that is operational in the Royal Thai Navy. Must be officially registered and recognized with the initial of “H.T.M.S. (His Thai Majesty’s Ship)” in front of its name. Negates submarines and other sea-going support vessels such as supply ships, small riverine crafts etc.

Combative Roles: A job position within the organization that is directly involved in warfighting. Within the Navy it can be considered as the ship’s crew.

Mission: An objective/goal that is ordered or given by a higher authority to the unit to take action to attain and achieve within its capability and constraints.

Deployability: A factor that reflects how easily that person is able to deploy into missions/battle when ordered by a superior officer. How long that person is able to maintain in the field of operations.

Technology: The application of scientific knowledge for the purpose of increasing the capability of the Navy. Providing a more effective work routine, faster and more accurate weapons and systems. Reducing the need for labor or man-power, utilizing technological advancement to assist the personnel.

Defense Spending/Budget: The amount of budget that the Thai Military and Royal Thai Navy receive annually for the defense spending. For the purpose of this research, I will use percentages comparing to fluctuations between previous years and also across some other governmental ministries.

Policy/Laws and Regulation: On standing laws and rules that the organization and individuals must follow and adhere to.

Military Ethos: The characteristics or ideology specifically within the military. The values, beliefs and expectations that reflect the core value of the military.

Navy Tradition and Culture: Long standing practices that have been acknowledged within the organization, in which can be considered an organizational norm.

Values and Perception on Gender: How the organization and people within it view and characterize the values and roles of each gender (Male and Female).

Civil-military relations: The relationship between military and civilian aspects, such as the stigmas from the public towards military culture, military authority and the public's discourse towards the organizations. The publics and media's portrait towards the military.

External Pressure: Factors from other actors that have influence towards the individual in their perception, recognition and information towards a topic of interests.

Demographic characteristics: The set of particular characteristics of a population. For example: age, race, gender, ethnicity, religion, income, education, sex orientation, marital status, disability status and health.

Social values on Sex Roles: How the community or person perceives the role of each sex. The patterns of cognitive and accepted behavioral roles attached to the different sexes.

Social values on Family Structure: How the society views the family structure and the roles of each family member within the family itself. For instance, the father may be the family leader providing income for the family, whereas the mother will be the caretaker of the family. The eldest son may be the primary successor for a family business. Sons are a legacy continuation for the family name. Daughters play the supporting role within the family for instance.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Literature Review

Recent research regarding females working in the military, especially in combative roles have had some spotlight towards them from the recent spur or proliferation of feminism and constructivism in recent years. The following are the previous researches related to the topic of females in combative roles or the military;

Hooks (2014) put forward an argument and points surrounding the challenges and ever-changing patriarchy against feminist movements has become increasingly more and more intense. This approach was more focused and aimed at just promoting the overall social justice for women to encapsulate a much larger audience covering all races and background. Additionally, the author is trying to put out an argument and voice out to explain and rectify the misinformed general negativity towards feminism. This piece mostly reflected the difference in ratio of male to female workforce, highlighting and explaining the factors that created these differences in numbers. It mostly went into detail surrounding the social aspect of the female sex. The paper did not mention or look into how male and female differ in producing outcomes or productivity from a realist perspective (Hooks, 2014, pp. 1-4)

Mubarik et al. (2017) put forward a research emphasizing the integrity that both males and females of recent generations are advocating and supporting the concept of feminism much more than before. The research was conducted via mixed method, interviewing high ranking officials, and gathered data through questionnaires from university students in Pakistan. Its finding highlighted the oppression of basic human rights of females in their society. It reflected that religion and the ever-present social construct of the nation was the main contributing factor laying claim to the divide and unequal rights for females. This research reflected how religion was one of the main contributing factors towards the divide. With a divide in the social construct, the consequences from that then created double standards for the job market of their society. For instance, certain occupations like construction workers, security guards and

the majority of the minimum wage workers were men. Whilst, the research showed that some certain occupations were much appreciated and preferred to be females such as instructors and teachers. The paper reflected and highlighted how gender is attached to specific occupations differently, but it did not explore and try to find what factors that could be changed to reduce the divide (Mubarik et al., 2017).

Aydt (1998) conducted a researched in which strikes a bit closer to the research question that we are posing. The author conducted research surrounding the traditional gender constructs that limits the participation of females into the United States military. Gender constructs such as masculinity confronts or threatens the distinction between male and females in terms of military roles. Incorporating females into the organization disrupts and devalues the organization's rituals and culture. The study also points out that once an opposite sex steps out of tradition sex roles are viewed or labeled as homosexual. A large portion of this study only highlighted the factors of differences between males and females that limits female participation within the United States military. It only put out a possible solution that change can be done by adverting and changing policies from higher up (federal and congress), way above the military level since military leaders stray away in addressing this complex issue. This research only reflects a viewpoint from a US-Eurocentric or western stance. Additionally, it only looked at the problem from a perspective of how to make females accepted into the military, it overlooked and disregarded how females affects the overall core capability of the military to accomplished its main objective and goals (Aydt, 1998).

For Duncanson and Woodward's research focuses on how military transformations and feminism are linked, how it can be developed to take into account of the emergent reality of integrating females to a larger option of roles in the military of NATO states members. This paper acknowledged the recent shift of military roles towards peacekeeping, peacebuilding, counter-insurgency, and stabilization operations. Indeed, the research discussed about an aspect under realism, however the main focus of this paper was in terms of how to socially integrate and create cohesion within the military rather than focusing on creating unit cohesion and competency as a task unit to conduct missions. We want to further entail and delve into more than just integration of females as a social tokenism achievement to align with feminism and social equality

but rather integration and creating a more affective and competent unit for the military (Duncanson & Woodward, 2016).

Aggrey (2000) conducted research about women's role and participation in the maritime industry. An industry or job sector that is considered a male dominant sector similar to the military. It discussed and uncovered various factors that limited participation from females in joining and being involved in the industry as a whole. It highlighted the importance of the maritime industry, in which it is involved and is responsible for more than 90 percent of the world's trade, but somehow the ratio of male to female working in this industry is so vast. It reflects the limited equality of opportunity for females. The main argument of this research is that women are starting to increase within the maritime industry/sector over the recent years, however for the maritime industry to become a well-balanced male to female ratio, this cannot be done alone by the private maritime industry companies. The issue should be engaged by every party involved such as the governmental organizations and non-governmental organizations whom all play a role in assisting and promoting policies to create and meet the required outcome. This research does contribute towards females working at sea, in the sense of the maritime industry. But it does not cover the difference between the maritime logistics seafarer environment to a military environment. There are still some distinct features and factors that set these two environments apart (Aggrey, 2000).

Szayna's research is somewhat related to our intended research topic. It looked into how to integrate females into military organizations especially special operations forces. A small highly specialized unit like the Navy SEALs, Rangers, and Green Berets, in which are considered the most highly-skilled and trained units of the United States military. They assessed the factors and limitations involved on what restricts female participation. It acknowledged the physical difference between males and females on how it can affect the mission of the unit. Different sexes possess different skills, reactions to external pressure like stress, and most notably the female's physical contributions. For military units, task cohesion and social cohesion must come hand in hand to perform well as a unit. Team members rely on each other to carry out their assigned duties and roles. By integrating females into the unit will effectively cause a reduction in unit cohesion if females are unable to be fully accepted as a team member of the unit. Performance is the main critical factor on these teams, it reflects

the perceptions regarding adding and accepting a new member to the team. However, in a warship's environment for the Navy is a completely different environment to a small unit environment of the special forces. Aboard a warship which the ship's crew can range up to 200 or more officers and sailors. It creates a much more complex environment with a vast number of actors involved. Not to mention the limited space on the warship in which creates a very small and close bound community. Another major difference is the nature of the daily workload onboard warships requires much less demanding physicality compared to the special forces. (Szayna et al., 2015)

Garland (1995) researched on the effects on women working aboard warships within the United States military. The main focus was around the health and mental aspects that affected the females onboard during operational deployment. The research highlighted the difference in terms of medical statistics required between females and males. The frequency and method of medical check-ups that females bring into the medical aspect during deployment. How this issue created awareness around the inclusion of increase in numbers of female sailors and officers. It investigated the deployability differences between males and females. Females have many more restricting physical attributes compared to men, such as diet and nutrition, health care delivery, menstruation, and pregnancy. These mentioned topics bring in further complexity to an already chaotic environment during deployment onboard warships. This research focused on the health aspect surrounding women in working onboard warships. Furthermore, it is a research post implementation/integration or in an organization that already has successfully integrated and accepted women in combative roles already. Our research intends to discover and explain the criteria required to make the integration of females possible for the Royal Thai Navy, in which the Royal Thai Navy may still be a military organization in the maritime defense sector similar to the United States Navy but there are still many differences such as political structure, religion and social-cultural factors that make them two distinct demographics/groups (Garland, 1995).

2.2 Alternative Approach Offers Different Perspective from Research

This research/thesis offers an alternative approach to an already present problem within the current societal world issues surrounding female equality in an occupation where there are so many contradicting and negative factors that hold against implementation and integrating females into combative roles and also onboard warships. As discussed previously, most of the previous researches have taken only one main perspective when conducting their respective researches. This leads to research findings that reflect from only that one viewpoint. For this research, we will address the gap in literature that takes into account a broader perspective towards the problem. Looking at the research question from a non-western perspective. Taking in the main factor or role of the military, which is to defend its national interest by force. Identifying the issues related from military norms and cultures that are limiting or restraining from complying with international norms. Discuss and identify any underlying factors such as ideology or hierarchical norms that obstruct compliance with the global picture. Utilizing the two-level game two find a win-set that benefits and satisfies both levels. Also, combining views and ideological factors from the two mentioned international theories to come up with a research result and finding that is beneficial for the academic field and also beneficial for the Royal Thai Navy and other Navies that wishes to pursue and re-adjusts its workforce to be able to integrate females into combative roles.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Theoretical Framework

For this research, two main international relation theories will be utilized and applied to the research data and to further explain and explore the findings. The two theories are constructivism and feminism. I will use a hybrid approach to explain the findings from a more balanced approach taking into account the various factors and traits from both theories. This will provide a more robust and more in-depth explanation towards answering the research question. By not limiting to just one single theory or point of view, in which it may result in only reflecting results that come out of a single perspective of the issue. By combining two theories together to the issue or question, it will provide and come out with findings that are applicable to many ideologies and groups of people. This will be a much broader and an applicable answer when confronted by opposing ideas from the various schools of ideas.

The research itself will be conducted into a cross analysis framework. The first aspect of analysis will be an understanding and overall perspective from personnel within the organization towards the integration of women in taking up combative roles on Royal Thai Navy warships. The second aspect analysis will be getting an overall perspective from both the Thai Navy and several foreign navies through a semi-structured interview that have already implemented females' onboard warships or have exposure in working alongside women onboard warships in some way shape or form.

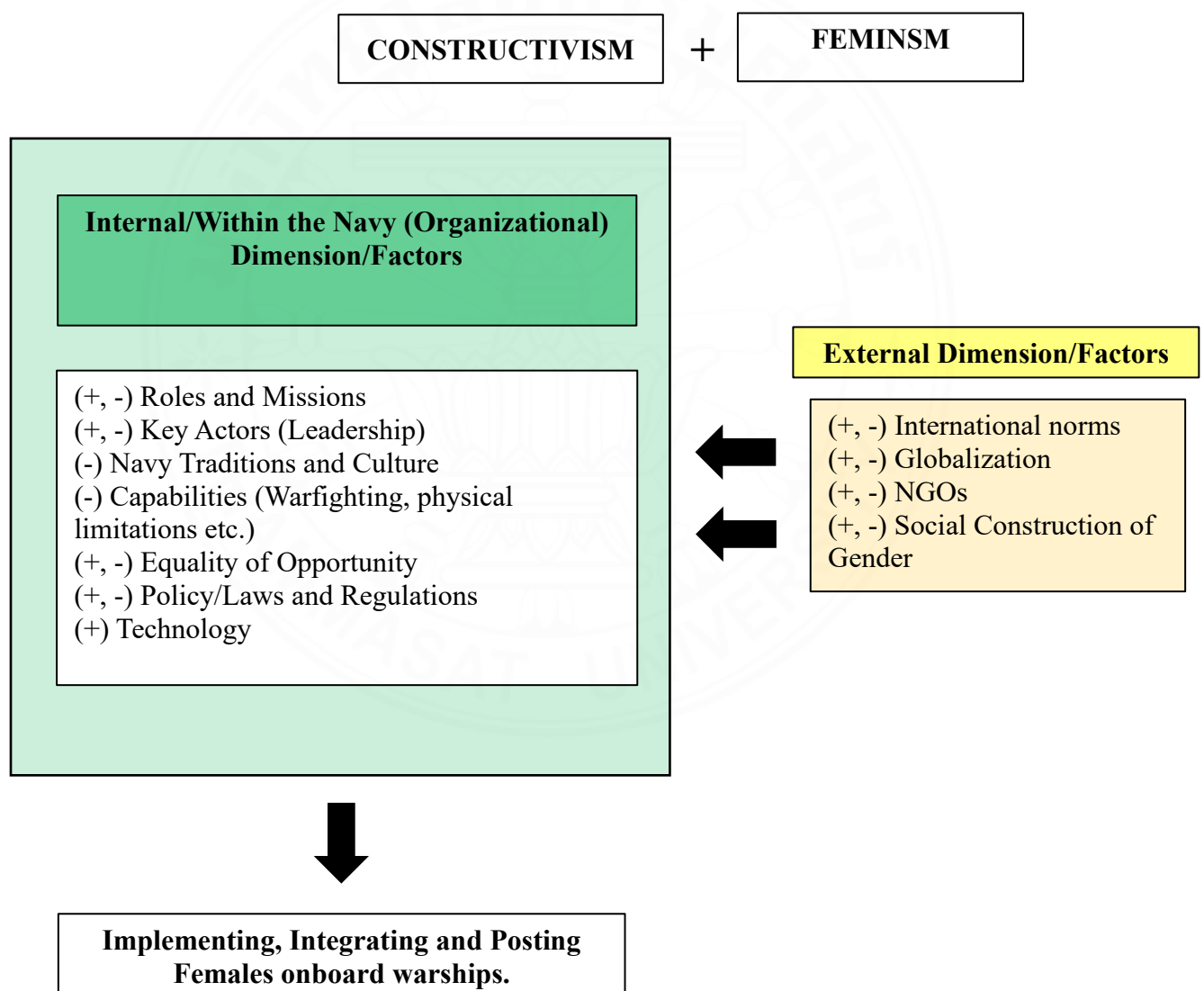
By approaching two different aspects it can reflect and provide an overall explanation towards the research question in hand on the topic. We can use the findings to see the link between different groups to see whether they align or diverge from each other. How they differ from each other in what aspects and factors. What certain factors are the same across the board and what varies. For this we must take into account both ends of the spectrum. What the needs and requirements are from both aspect and balance out where is the optimum point that is beneficial to both or satisfies the organization and the personnel. By finding the win-set that satisfies both groups this

can create or define a possible criterion for future implementation and integration of females into combative roles for the Navy. The win-set can reflect how actors and policy makers can strategize their policies to meet internal or organizational norms and also comply with external expectations.

3.2 Theoretical Model

Figure 3.1

Theoretical Model: A Norm of Gender Equality in the Navy



3.3 Hypothesis

In this research we will take into account that the main objective and mission of the military (Royal Thai Navy) is “An organization that uses force, or the threat of force, to achieve political aims.” From this we assume that the Navy’s ability to carry out its mission is the main factor that the warships must meet in order to perform its role accordingly.

However, as the world evolves and newer security challenges arise, the roles and tasks for the military, in this case the Navy has significantly broadened and accumulated to address more non-traditional threats rather than just the original task of defending national interest. If implementing females into warships are just for the sake of implementing and integrating for equality but ignoring the roles and tasks assigned for the Navy, in which the warship or the organization is unable to carry out or performs its mission and duties will be considered an unsuccessful option.

The null and research hypothesis are as follows:

3.4 H₀&H₁ Research Question(s)

1st Research Question

H₀: Diversifying roles and broadening of tasks for the Royal Thai Navy has not created the need for women to work in combative roles, resulting in no promotion of gender equality.

H₁: Diversifying roles and broadening of tasks for the Royal Thai Navy has created the need for women to work in combative roles, resulting in promotion of gender equality.

2nd Research Question

H₀: Change in the military culture and ideology cannot instigate the Royal Thai Navy to conform with the international norms of gender equality.

H₁: Change in the military culture and ideology can instigate the Royal Thai Navy to conform with the international norms of gender equality.

3.5 Methodology and Procedures

In this research I will use mixed methodology to conduct the research and analysis. It will be broken into two main segments of quantitative and qualitative methods.

For **Quantitative research method** will be a survey targeted to specific groups. The survey will be distributed mainly via online distribution due to the current COVID-19 pandemic, in which it limits and restricts travel protocols within the country and also to overseas. However, if possible, some surveys may be distributed personally by the researcher to a point of contact of those sample groups, whom will be responsible for further distribution within that targeted area.

The survey will be in dual-language format (English and Thai). Since, some of target audience may preferably be more accustomed to the Thai language and also for the ease of use for people who are not familiar or proficient in English. The questionnaire within the survey will be a direct translation of English-Thai to all the questions.

The be main sample group for the quantitative part, will be;

1. Royal Thai Navy Personnel (Male and Female) This group will provide a perspective reflecting from within the organization itself. To see whether personnel within the organization are on board with the idea of integrating females into combat roles or not. To see what are the main contributing factors and negative factors. Also, reflecting how it differs or aligns with the perspective and opinions from outside the organization/public.

The number of required sample size for the quantitative method will be in accordance with the “W.C. Cochran’s Formula”. Using the formula of:

$$n = \frac{Z^2 p(1 - p)}{e^2}$$

Z= 1.645 (Level of Precision: 90% Confidence Level)

P= 0.30 (Estimated proportion of sampling 30%)

e= 0.05 (Desired level of precision)

Therefore, the Sample Size (n) of this research will be of = 228

For **Qualitative research method**, I will be using a semi-structured interview targeting personnel within the Royal Thai Navy from three main operational fields, which are Human Resources Management (HR), Operations level and Combative Roles. The samples that I will be interviewing are;

1. 1 Royal Thai Navy Officer: Personnel Officer (Rank between Lieutenant to Commander /O3-O5) This will provide a perspective from a human resource management point of view regarding the implementation of women onboard warships.

2. 1 Royal Thai Navy Officer: Operations Officer (Rank between Lieutenant-Commander to Commander /O4-O5) This will provide a perspective from a tactical or operations point of view regarding the implementation of women onboard warships.

3. 1 Royal Thai Navy Officer: Commanding Officer of a Warship (Rank between Lieutenant to Commander/O3-O5) This will provide a perspective from leadership within the warship itself. To reflect how the ship views the impact of integrating females to their ship in command.

4. 3-5 Foreign Naval Officers of whom have personal exposure to working alongside females in active service. This will bring in different ideas and perspective of different countries and cultures on how their stance is on the issue.

The number of semi-structured interviews are not limited to only four groups of people as mentioned above, if there are further recommendations from the first 4 mentioned group or as called the “snow-ball” sampling. I will also be conducting further interviews as necessary within the timeframe of the research to further gain a deeper understanding surrounding the topic.

For the qualitative method, each question will be interlinked to certain variables asked in the survey. The responses or answers from each interview will be used as data and information to triangulate and confirm or reassure the responses from the quantitative method.

3.6 Research Contribution

With gaining an overall understanding to the social norms and also the restrictive factors involved within the Thai society that effects the opinion towards pushing and promoting the integration of females to work onboard warships in the Royal Thai Navy. In combination with also the overall picture according to the policies and accepted norms from within the organization, we will be able to formulate a possible criterion for the Royal Thai Navy to use in order to transition and integrate females to have combative roles on warships in a gradual step by step manner.

This then will lead to an improvement to the Thai society not only the academic field in gaining more insight this subject but it will also contribute and rectify various already present issues and aspects such as economic, political and social factors. For example, it opens up job opportunities to more people whom are able to apply for the job positions in which will certainly address the recruiting void from only accepting males in the beginning. It can also promote more economic equality and job openings to the whole society where females and males have equal opportunity for application. It also displays towards the international community that Thai society is pushing and striving to create an environment and social setting that benefits everyone equally, leaving no one with a handicap. Other than that, this research opens up a variety of newer perspectives surrounding females in field of work that male have predominantly occupied within the Thai society. This can lead into possible and further research with a base already established around cultural and social norms in Thailand.

In terms of contribution towards the international relations field, this research will be able to provide a standpoint or viewpoint that is reflected from a non-western society. Also, change within an organization or a tight-knitted group can evolve or change through diversification of roles and broadening of tasks in which can lead to greater acceptance and openness to change from within. This can become a foundation for academics and scholars for future use in order to implement gradual change towards a targeted population that has similar or comparative traits to this study.

3.7 Ethical Issues and Challenges

The surveys and semi-structured interviews will be in compliance with Thammasat University's guidelines. For ethical reasons, any classified information and its sources will not be named or identified in this research. Any information pertaining and affects the national security of Thailand will not be released to the public. Governmental documents and statements that have a secret/top secret classification will not be displayed or named.

Permission from all participants in this research will all be asked prior to releasing any information or findings in the research, in which mentions or relates to that person. Survey and interviews results will be kept on a private computer. Data or information related to the research findings will be secure and not released to the public without consent. Any information that the people partaking in the research has identified that they do not want to be release or publicized will be assured to complied by the researcher.

As the researcher is an employee for the Royal Thai Navy or is within the organization conducting research about, I will remain neutral and unbiased to all the information provided. I do not have any ulterior motive towards any specific research findings. Any negative comments or opinions towards the organization from participants will be taken into account neutrally and do not take it as an offensive act by any means but only as information and data for the research.

One certain barrier or challenged that the researcher faced was that some participants in this research had to take time to review their own organizational policies and regulations prior to conducting the semi-structured interview. They had to seek permission and clarify with their superiors in what they can comment and not comment on. This led to delays in scheduled interviews with some participants. Some participants did not allow any recordings during the interview, which the researcher can only take notes during the interview of important and relevant information to the research.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Ideology on Gender Equality and Feminism

4.1.1 Global context in international norms on gender equality and feminism

On a global scale, gender equality has significantly improved throughout time. Feminism has pushed to put the ideology of equal status for females whom in the past have been oppressed, secluded, and segregated. Even in the western states, such as the United States of America, feminism has struggled through time jumping through hurdles and barriers to create an ideal society that benefits everyone beyond the boundaries of race, ethnicity, nationality, and especially sex. Contribution from these pioneers of feminism has impacted the growth of global feminism across the world. It reaches out to address the global struggles trying to end sexism, sexual exploitation, and oppression (Hooks, 2014, pp. 45-47).

In the present, with advancement of technology and the increase in information flow from globalization. Ideas and opinions can carry much further than before and can reach a wider audience. Norms can be formed in quicker succession. The public can also challenge and fact check different ideologies through accessible and reliable sources such as academic researches, forums, seminars, and papers (Chong, 2008).

Resulting in a much more rapid pace in terms of spreading the ideology of gender equality and equal opportunity. These ideals can gain more momentum and traction in a more effective manner than before. Activists and visionaries can be considered to have an easier path to instill change compared to their predecessors. Government organizations and non-Governmental organizations in the modern-day have already established some degree of acknowledgement in terms of gender equality. This depends on how much emphasis each organization are geared towards it. Total neglect from any developed country in terms of conforming with international standards, especially gender equality can be deemed as a negative factor towards that certain state or organization.

This can be reflected on how western navies or developed countries have already implemented females' onboard warships for a long time. The navies that have been in service and conducting missions and tasks with men and women alongside each other is now seen as something that is normal or already an organizational norm. They have moved passed the initial transitional period of integration. One major factor that develop countries have over developing or under-developed states is that the basic needs and requirements are already met. Certain living standards for their personnel are stable and secure. Issues of uncertainty and risks is at a very low level; therefore, they are not preoccupied with the basic needs and fundamentals. They can look ahead to address different issues such as addressing gender inequality rather than just trying to make ends meet instead (Rotberg, 2003).

4.1.2 Context in South East Asia region overall perspective on gender equality and feminism

To narrow down in terms of the general context of gender equality on a regional level, for this case South East Asia to be exact. Demographically the region is very diverse and complex. The society, cultures, and religions are all intertwined and mixed. For example, Singapore; even though the size of the state and the population is relatively very small compared to many other states in the region. They are rich in culture and considered to be a very diverse community, from a combination of Chinese, Malay, and Indian heritage/culture (Velayutham, 2007, pp. 1-4). Another instance, for states that have Islam as their national religion such as Malaysia, Indonesia and Brunei, these states have a socio-cultural setting that religious teachings or beliefs factors in and influence how different topics and agendas are perceived. This shapes how the public forms its ideology towards different agendas. Topics such as integration of females to initiate working in roles and jobs that in the past are taken up by males maybe seen as farfetched.

In terms of integration of females within their respective services in South East Asia, only Singapore is the sole navy or organization that has females serving onboard warships at a full equality and capacity level. They provide a free and open environment for everyone to equally pursue. There are no limitations or restrictions in place. It is up to the individual, male or females to meet the criteria and

standards. In terms of statistics within the Singapore Armed Forces there are approximately 1500 of females in active service, which is around 8% of their defense force in 2019 (Tham, 2019). Their latest recruitment aim is to at least double the current numbers of females to around 3,000 females in active service or to have at least one female to ten males. However, the exact or actual statistics are not able to be discussed from the interviewees due to it is considered confidential and is against Singapore Armed Forces' policy and regulation.

For Brunei, it is a work in progress of trying to move towards a full integration similar to Singapore. Roles and jobs positions for females' onboard warships are still limited for only officer ranks. This is still a small portion onboard the warship. Typically, a smaller sized vessel of 40 personnel will have a ratio of 1:7 of officers to sailors. Larger ships may vary but the ratio is relatively close. These are the only two states that have females integrated onboard warships to a certain degree.

As for other states within South East Asia, all their respective navies sea-going vessels are all manned by males. Females only are enlisted and put into supportive roles such as administrative, logistics, legal, and medical roles. There is no clear directive or initiative from any other navies that are planning to integrate females' onboard warships in the upcoming years. Only of regional and national agendas of senior leadership forums and meetings within the region acknowledging the global trend of gender equality to adapt and reform internal organizational policies to conform with those international norms. This can be seen or taken as an action by the organizations to move towards conforming with international norms. On the other hand, some may view it as a motion or effort just to fit in and not stand out so that they do not create public unrest towards the organization instead.

A publication from ASEAN Regional Study on Women, Peace and Security only specifies the number of participants involvements from females in peacekeeping operations in 2020 represented in *table 4.1* (ASEAN Secretariat et al., 2021). Four out of ten ASEAN states have zero female contribution towards peacekeeping operations at all, whilst the other six states have some degree of female contribution, but at a relatively low ratio compared to males. Only the Philippines, in which have a near equal ratio of male to female contributions. This statistic may not reflect directly in terms of females' involvement in military roles and missions for the

navy, but it can indicate the difference in terms of workforce ratio of males compared to females in the ASEAN region in a similar environment to the military.

Table 4.1

ASEAN Female Contribution in Peacekeeping Operations

AMS	Disaggregated Female Contributions	Male	Female	Total
Brunei	Contingent (0)	30	0	30
Cambodia	Contingent (71), experts (4), staff (1)	684	92	776
Indonesia	Contingent (107), experts (3), FPU (29), police (13), staff (7)	2663	164	2827
Lao PDR	N/A	0	0	0
Malaysia	Contingent (34), experts (3), staff (1)	801	44	845
Myanmar	N/A	0	0	0
Philippines	Experts (5), police (3), staff (0)	16	11	27
Singapore	N/A	0	0	0
Thailand	Contingent (0), experts (1), police (9), staff (1)	288	13	301
Viet Nam	Contingent (10), experts (1), staff (1)	64	12	76

Note. Reprint from “ASEAN regional study of women, peace and security,” by ASEAN Secretariat, USAID, & UN Women, 2021, p. 37 (<https://asean.org/wp-content/uploads/2021/03/ASEAN-WPS-Study-01082021.pdf>). Copyright 2021 by ASEAN, USAID & UN Women Partnership.

Actual statistics of active servicemen and servicewomen for the ASEAN states are mostly confidential to their own state. There are no formal government organizations that provide factual numbers due to the power-relations in the world order. No state would want to leak out or provide sensitive information to the greater public. The majority of the statistics are from observations and estimations.

Inequality and unequal opportunity still persist on a regional level more compared to global stage. Developing states or states that have faced or encountered conflict and instability either internally or externally will put those dire agendas as their primary focus first. For a perfect world ideology such as equal opportunity and equality can be considered or viewed as a second-tier agenda instead. Therefore, the topic of creating a gender equal environment for all will not have significant traction or movement from officials compared to other issues.

4.1.3 Royal Thai Navy's perspective and general ideology towards gender equality and feminism

For the Royal Thai Navy as an organization under the Thai Armed Forces and the Department of Defense. Gender equality within the organization might not be very apparent or noticeable. There are no specific regulations and goals that push for equal opportunity for all. There are still certain limitations within the Royal Thai Navy that still provides better career paths and options for males in particular. There have been acknowledgement and discussed agendas in terms of moving towards conforming with international norms, however the organization's main goal is still focused on their primary tasks and missions (Menon, 1998).

The Royal Thai Navy still has a clear segregation within how the organization is structured. Specific roles and positions are identified to different specific classes and qualifications. For instance, to take up a commanding officer position, you must be qualified in 3 specific qualification courses. Those courses are only limited to just Royal Thai Naval graduates. For other male officers within the navy, no matter how skilled or good they are, they are not able to apply for those mentioned courses. This can show how that even for males alone within the Royal Thai Navy, there is already a level of segregation and unequal opportunity. Another example is that, senior leadership within the organization are not open to specialization qualifications officers such as legal, architects, logistics and administrative departments. The personnel working for those specialized branches are the officers who have those specialization qualifications, but the senior leadership or head of the branches fall back to the Royal Thai Navy graduates whom are mainly qualified in naval warfare instead. These two mentioned examples reflect how that within the Royal Thai Navy has already a certain level of inequality for just the males serving, let alone for females how much more occasions or instances that they are secluded or segregated in this manner.

As for females to work onboard warships can be seen as a far cry that will not happen anytime soon. The segregation line between different ranks, class, and specialization within the organization is very rigid. The only instance that females have worked on warships for the Royal Thai Navy is by being a temporary attached unit to a ship in Humanitarian Disaster and Relief (HADR) missions (Samuel et al., 2019, pp.

2-12). Medical officers and staff are embarked on warships from the naval base and transported by sea into the scene of action such as floods and mass evacuations.

4.2 Quantitative Analysis

In this section we will discuss and delve into the results and finding from surveys distributed. The intended number or survey feedback according to W. C. Cochran's formula to achieve 90% confidence level was 228 responses. Overall, this research received 260 responses from people within the organization or the Royal Thai Navy.

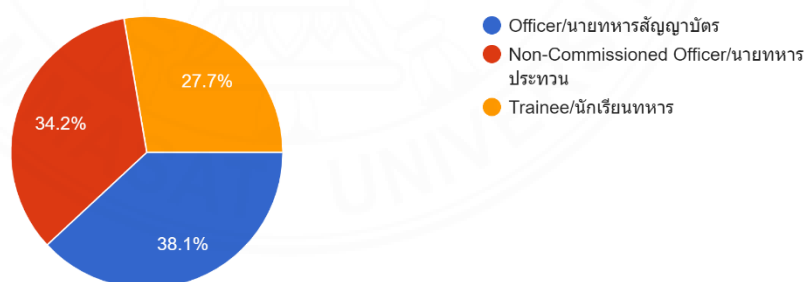
A summary depicting the demographic of the survey responses are as follow;

4.2.1 Survey demographics/background summary

Figure 4.1

Survey Response "Rank" Statistics

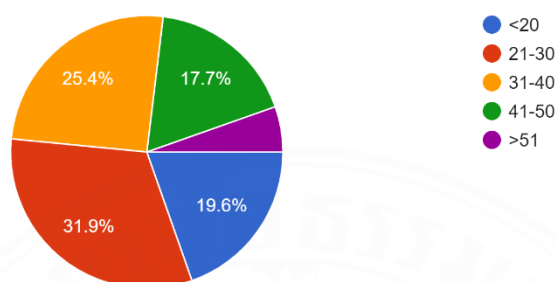
Rank/ระดับชั้นยศ
260 responses



The responses are well balanced equally representing all levels within the organization 38.1% (99 Officers), 34.2% (89 Non-Commissioned Officers), and 27.7% (72 Trainees). This is well-rounded and can provided a wide spectrum on the intended research topic in which can provide ideologies and views from different lenses and perspectives from the management level down to the general workforce and from the people whom are training to prepare to join the service later after graduation.

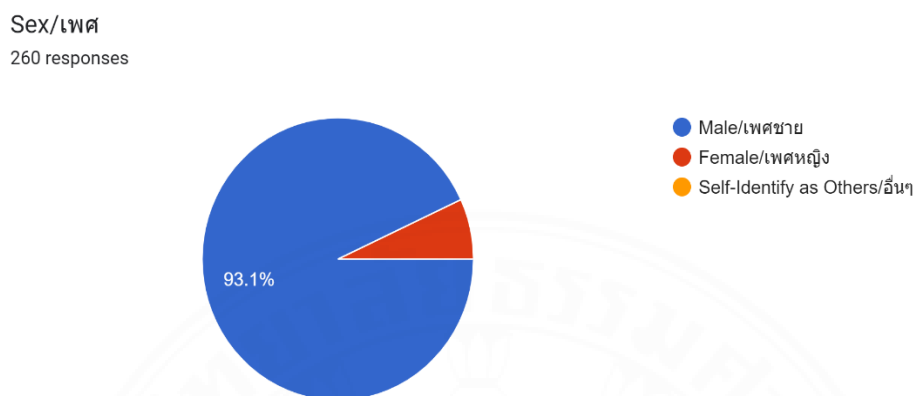
Figure 4.2*Survey Response “Age” Statistics*

Age/อายุ
260 responses



Age groups are shown as follows in the figure. For the people less than the age of 20 was 19.6% (51), age ranging from 21-30 was 31.9% (83), age ranging from 31-40 was 25.4% (66), age ranging from 41-50 was 17.7% (46), and the oldest of the group of 51 and more was 5.4% (14).

Although the responses from the most senior group were significantly less than the rest, overall is still sufficient. If we take the age of 30 years old as the middle ground. Using the consideration of people joining at the age around 20 years old. At the age of 30 years old they will have approximately 10 years of experience. This reflects the groups of people with less than 10 years in service versus the people with 10 plus years in service. The ratio between people with less than 10 years in experience and people with more than 10 years in experience and older are relatively the same.

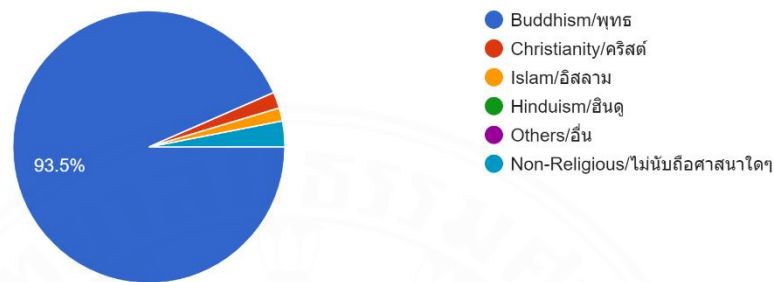
Figure 4.3*Survey Response “Sex” Statistics*

For the responses from males and females are represented as shown above. The number of responses from males was 93.1% (242). For females responses were 6.9% (18). There is a significant difference in terms of ratio between the two groups. This comes from the current demographic of personnel working within the Royal Thai Navy. The survey's target audience were the people with exposure in working onboard warships or with warships. Females that have exposure in this type of manner were very limited and worked in a capacity of supportive roles. They did not have any direct work experience in terms of working onboard warships.

The ratio might be slightly slanted or heavy to one side, but having some degree of responses from females certainly does provide alternative opinions and views that helps complete the research to become more well-rounded.

Figure 4.4*Survey Response “Religion” Statistics*

Religion/ศาสนา
260 responses



In the context for religion from the survey responses, 93.5% (243) had “Buddhism” as their religion. Only 6.5% (17) had other religions or identified as non-religious. Buddhism is considered to be the primary or main religion in Thailand (Lammerts, 2015, pp. 2-3). These statistics can also reflect how non-western cultures view the agenda, of which is influenced by religion and determine whether religion plays a significant role or not.

4.2.2 Survey questions and response results

The following are the 25 questions that are asked in the distributed survey. Included with the response means, median and standard deviation for each question. This table provides a summary of the total responses.

The survey asked participants for their opinions on various aspects related to women's roles on warships. The majority of the respondents agreed that women are equally capable of taking up leadership and combative roles within the organization, and that an open environment workplace positively affects the operational capability of the warship/organization. Respondents also believed that decision-making and cognitive skills are important for jobs on board warships, and that the role and tasks of the modern Navy have evolved to cover much more complex roles and jobs than before. However, some respondents believed that physical limitations, such as menstruation, pregnancy, and physical strength, affect the overall capability of women

to fulfill roles on board warships, while others believed that technology and automation can substitute or lessen the workload of physical job requirements.

Further individual examination and discussion for points and topics that are deemed interesting and provides contribution towards the research will be discussed individually in the latter part of this section.

The following table are the values from 260 survey responses;

Table 4.2

Statistical Summary of Survey Responses Question 1-25

No.	Survey Questions			
1.	Do you think women are equally capable to take up leadership and combative roles within the organization?			
	Summary Statistics, using the observations 1 - 260 for the variable Doyouthinkwomenareequally (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.8115	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.0830	0.28413	-0.75384	0.013119
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
2.	Women are better suited to work in supportive roles rather than combative roles.			
	Summary Statistics, using the observations 1 - 260 for the variable Womenarebettersuitedtowork (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.6769	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.1934	0.32456	-0.60025	-0.52084
	5% Perc.	95% Perc.	IQ range	Missing obs.
	1.0000	5.0000	2.0000	0
3.	Having an open environment workplace (Male and Females) effect the operational capability on the warship/organization.			
	Summary Statistics, using the observations 1 - 260 for the variable Havinganopenenvironmentwork (260 valid observations)			
	Mean	Median	Minimum	Maximum

No.	Survey Questions			
	3.7615	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.0457	0.27800	-0.62880	-0.085147
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
4.	Operational capability of the warship/unit is the combination of collective effort rather than individual effort.			
	Summary Statistics, using the observations 1 - 260 for the variable Operationalcapabilityofthew (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.4346	5.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.81465	0.18370	-1.3771	1.3604
	5% Perc.	95% Perc.	IQ range	Missing obs.
	3.0000	5.0000	1.0000	0
5.	Physical limitations (such as menstruation, pregnancy, physical strength) effects the overall capability to fulfill the roles onboard warships.			
	Summary Statistics, using the observations 1 - 260 for the variable Physicallimitationssuchasm (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.6423	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.0971	0.30121	-0.48803	-0.34835
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
6.	Technology and automation can substitute or lessen the workload of the physical job requirements onboard warships (ex. Weapon systems, Surveillance systems, Propulsion systems).			
	Summary Statistics, using the observations 1 - 260 for the variable Technologyandautomationcans (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.5423	5.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.74184	0.16332	-1.8796	4.1064
	5% Perc.	95% Perc.	IQ range	Missing obs.

No.	Survey Questions			
	3.0000	5.0000	1.0000	0
7.	Decision making or cognitive skills are primarily for jobs onboard warships.			
	Summary Statistics, using the observations 1 - 260 for the variable Decisionmakingorcognitivesk (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.9808	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.97637	0.24527	-0.80943	0.23913
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
8.	The role and tasks of the modern Navy has evolved to cover much more complex roles and jobs than before?			
	Summary Statistics, using the observations 1 - 260 for the variable Theroleandtasksofthemoder (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.1692	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.84870	0.20356	-1.0123	1.1688
	5% Perc.	95% Perc.	IQ range	Missing obs.
	3.0000	5.0000	1.0000	0
9.	Wider jobs/roles have created the need for more manpower to fill in the void.			
	Summary Statistics, using the observations 1 - 260 for the variable Widerjobsroleshavecreatedt (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.2000	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.84195	0.20046	-0.85712	0.26504
	5% Perc.	95% Perc.	IQ range	Missing obs.
	3.0000	5.0000	1.0000	0
10.	Specific tasks and roles for warships/unit must come first, in order to become a justifiable reason to integrate females.			
	Summary Statistics, using the observations 1 - 260 for the variable Specifictasksandrolesforwa (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.6615	4.0000	1.0000	5.0000

No.	Survey Questions			
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.2116	0.33090	-0.58256	-0.58528
	5% Perc.	95% Perc.	IQ range	Missing obs.
	1.0000	5.0000	2.0000	0
11.	Deployability or longevity of the unit is restricted or lessened from adding on females to the unit?			
	Summary Statistics, using the observations 1 - 260 for the variable Deployabilityorlongevityoft (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.1077	3.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.2779	0.41122	-0.057425	-1.0267
	5% Perc.	95% Perc.	IQ range	Missing obs.
	1.0000	5.0000	2.0000	0
12.	Integrating females imposes direct restrictions to structure, budgeting, and funding of the organization.			
	Summary Statistics, using the observations 1 - 260 for the variable Integratingfemalesimposesdir (260 valid observations)			
	Mean	Median	Minimum	Maximum
	2.9615	3.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.2939	0.43690	0.13580	-1.0615
	5% Perc.	95% Perc.	IQ range	Missing obs.
	1.0000	5.0000	2.0000	0
13.	Current career paths restrict the possibility for females to promote through the ranks as fast as males.			
	Summary Statistics, using the observations 1 - 260 for the variable Currentcareerpathsrestrictt (260 valid observations)			
	Mean	Median	Minimum	Maximum
	3.4269	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.2789	0.37319	-0.50263	-0.76402
	5% Perc.	95% Perc.	IQ range	Missing obs.
	1.0000	5.0000	1.0000	0

No.	Survey Questions																								
14.	Women have the same capabilities as men in all aspects to fulfill their role in any given job.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Womenhavethesamecapabilitie (260 valid observations)</div> <table><tr><td>Mean</td><td>Median</td><td>Minimum</td><td>Maximum</td></tr><tr><td>3.7115</td><td>4.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><td>Std. Dev.</td><td>C.V.</td><td>Skewness</td><td>Ex. kurtosis</td></tr><tr><td>1.1035</td><td>0.29731</td><td>-0.60418</td><td>-0.43904</td></tr><tr><td>5% Perc.</td><td>95% Perc.</td><td>IQ range</td><td>Missing obs.</td></tr><tr><td>2.0000</td><td>5.0000</td><td>2.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	3.7115	4.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	1.1035	0.29731	-0.60418	-0.43904	5% Perc.	95% Perc.	IQ range	Missing obs.	2.0000	5.0000	2.0000	0
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2.0000	5.0000	2.0000	0																						
15.	Women should be able to have equal opportunity in any area if they meet the required standard or job description.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Womenshouldbeabletohaveeq (260 valid observations)</div> <table><tr><td>Mean</td><td>Median</td><td>Minimum</td><td>Maximum</td></tr><tr><td>4.3538</td><td>5.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><td>Std. Dev.</td><td>C.V.</td><td>Skewness</td><td>Ex. kurtosis</td></tr><tr><td>0.85525</td><td>0.19644</td><td>-1.3025</td><td>1.3591</td></tr><tr><td>5% Perc.</td><td>95% Perc.</td><td>IQ range</td><td>Missing obs.</td></tr><tr><td>3.0000</td><td>5.0000</td><td>1.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	4.3538	5.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	0.85525	0.19644	-1.3025	1.3591	5% Perc.	95% Perc.	IQ range	Missing obs.	3.0000	5.0000	1.0000	0
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5% Perc.	95% Perc.	IQ range	Missing obs.																						
3.0000	5.0000	1.0000	0																						
16.	Standards and job requirements should be one standard for both male and female.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Standardsandjobrequirements (260 valid observations)</div> <table><tr><td>Mean</td><td>Median</td><td>Minimum</td><td>Maximum</td></tr><tr><td>4.0269</td><td>4.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><td>Std. Dev.</td><td>C.V.</td><td>Skewness</td><td>Ex. kurtosis</td></tr><tr><td>1.0990</td><td>0.27291</td><td>-0.92760</td><td>0.023553</td></tr><tr><td>5% Perc.</td><td>95% Perc.</td><td>IQ range</td><td>Missing obs.</td></tr><tr><td>2.0000</td><td>5.0000</td><td>2.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	4.0269	4.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	1.0990	0.27291	-0.92760	0.023553	5% Perc.	95% Perc.	IQ range	Missing obs.	2.0000	5.0000	2.0000	0
Mean	Median	Minimum	Maximum																						
4.0269	4.0000	1.0000	5.0000																						
Std. Dev.	C.V.	Skewness	Ex. kurtosis																						
1.0990	0.27291	-0.92760	0.023553																						
5% Perc.	95% Perc.	IQ range	Missing obs.																						
2.0000	5.0000	2.0000	0																						
17	The organization should not lower the standard of their tests in order to accommodate women in service.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Theorganizationshouldnotlow (260 valid observations)</div> <table><tr><td>Mean</td><td>Median</td><td>Minimum</td><td>Maximum</td></tr></table>	Mean	Median	Minimum	Maximum																				
Mean	Median	Minimum	Maximum																						

No.	Survey Questions			
	3.7538	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.1360	0.30263	-0.58393	-0.52000
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
18.	Women and children are still considered to be a representation of weaker minority/group that are not able to defend themselves as the past			
	Summary Statistics, using the observations 1 - 260 for the variable Womenandchildrenarestillco (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.0923	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.92953	0.22714	-0.79077	-0.13853
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	1.0000	0
19.	Given in wartime situation; are you still willingly to attack or cause harm towards enemies even though they are women in the combat field.			
	Summary Statistics, using the observations 1 - 260 for the variable Giveninwartimesituationare (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.1231	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	1.0287	0.24949	-1.0153	0.35662
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	2.0000	0
20.	The proliferation of alternative sex identities (such as LGBTQ) improve/increase/promote the integration of females into combative roles?			
	Summary Statistics, using the observations 1 - 260 for the variable Theproliferationofalternativ (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.0692	4.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.95204	0.23396	-0.86451	0.42824
	5% Perc.	95% Perc.	IQ range	Missing obs.
	3.0000	5.0000	2.0000	0

No.	Survey Questions																								
21.	Thai/Non-western socio-culture norms restrict or looks down on people pursuing out of the norm acts.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable ThaiNonwesternsocioculture (260 valid observations)</div> <table><tr><th>Mean</th><th>Median</th><th>Minimum</th><th>Maximum</th></tr><tr><td>3.5269</td><td>4.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><th>Std. Dev.</th><th>C.V.</th><th>Skewness</th><th>Ex. kurtosis</th></tr><tr><td>1.2533</td><td>0.35535</td><td>-0.56226</td><td>-0.64298</td></tr><tr><th>5% Perc.</th><th>95% Perc.</th><th>IQ range</th><th>Missing obs.</th></tr><tr><td>1.0000</td><td>5.0000</td><td>2.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	3.5269	4.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	1.2533	0.35535	-0.56226	-0.64298	5% Perc.	95% Perc.	IQ range	Missing obs.	1.0000	5.0000	2.0000	0
Mean	Median	Minimum	Maximum																						
3.5269	4.0000	1.0000	5.0000																						
Std. Dev.	C.V.	Skewness	Ex. kurtosis																						
1.2533	0.35535	-0.56226	-0.64298																						
5% Perc.	95% Perc.	IQ range	Missing obs.																						
1.0000	5.0000	2.0000	0																						
22.	Old and ongoing Navy traditions limits the participation of females on warships. (Such as the Thai belief of the protector of the ship is a female representative, by having another female onboard is disrespecting the protector and hence will bring bad deeds.)																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable OldandongoingNavytraditions (260 valid observations)</div> <table><tr><th>Mean</th><th>Median</th><th>Minimum</th><th>Maximum</th></tr><tr><td>3.6115</td><td>4.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><th>Std. Dev.</th><th>C.V.</th><th>Skewness</th><th>Ex. kurtosis</th></tr><tr><td>1.2045</td><td>0.33352</td><td>-0.66819</td><td>-0.35611</td></tr><tr><th>5% Perc.</th><th>95% Perc.</th><th>IQ range</th><th>Missing obs.</th></tr><tr><td>1.0000</td><td>5.0000</td><td>2.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	3.6115	4.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	1.2045	0.33352	-0.66819	-0.35611	5% Perc.	95% Perc.	IQ range	Missing obs.	1.0000	5.0000	2.0000	0
Mean	Median	Minimum	Maximum																						
3.6115	4.0000	1.0000	5.0000																						
Std. Dev.	C.V.	Skewness	Ex. kurtosis																						
1.2045	0.33352	-0.66819	-0.35611																						
5% Perc.	95% Perc.	IQ range	Missing obs.																						
1.0000	5.0000	2.0000	0																						
23.	Generations (such as baby boomers, Gen X, Gen Y, Gen Z) have different viewpoints in which affect the overall culture and policy of the organization.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Generationssuchasbabyboome (260 valid observations)</div> <table><tr><th>Mean</th><th>Median</th><th>Minimum</th><th>Maximum</th></tr><tr><td>4.1500</td><td>4.0000</td><td>1.0000</td><td>5.0000</td></tr><tr><th>Std. Dev.</th><th>C.V.</th><th>Skewness</th><th>Ex. kurtosis</th></tr><tr><td>0.95689</td><td>0.23058</td><td>-0.99164</td><td>0.48397</td></tr><tr><th>5% Perc.</th><th>95% Perc.</th><th>IQ range</th><th>Missing obs.</th></tr><tr><td>2.0000</td><td>5.0000</td><td>1.0000</td><td>0</td></tr></table>	Mean	Median	Minimum	Maximum	4.1500	4.0000	1.0000	5.0000	Std. Dev.	C.V.	Skewness	Ex. kurtosis	0.95689	0.23058	-0.99164	0.48397	5% Perc.	95% Perc.	IQ range	Missing obs.	2.0000	5.0000	1.0000	0
Mean	Median	Minimum	Maximum																						
4.1500	4.0000	1.0000	5.0000																						
Std. Dev.	C.V.	Skewness	Ex. kurtosis																						
0.95689	0.23058	-0.99164	0.48397																						
5% Perc.	95% Perc.	IQ range	Missing obs.																						
2.0000	5.0000	1.0000	0																						
24.	Change in military culture and ideology must change prior to achieving gender equality.																								
	<div>Summary Statistics, using the observations 1 - 260 for the variable Changeinmilitarycultureand (260 valid observations)</div>																								

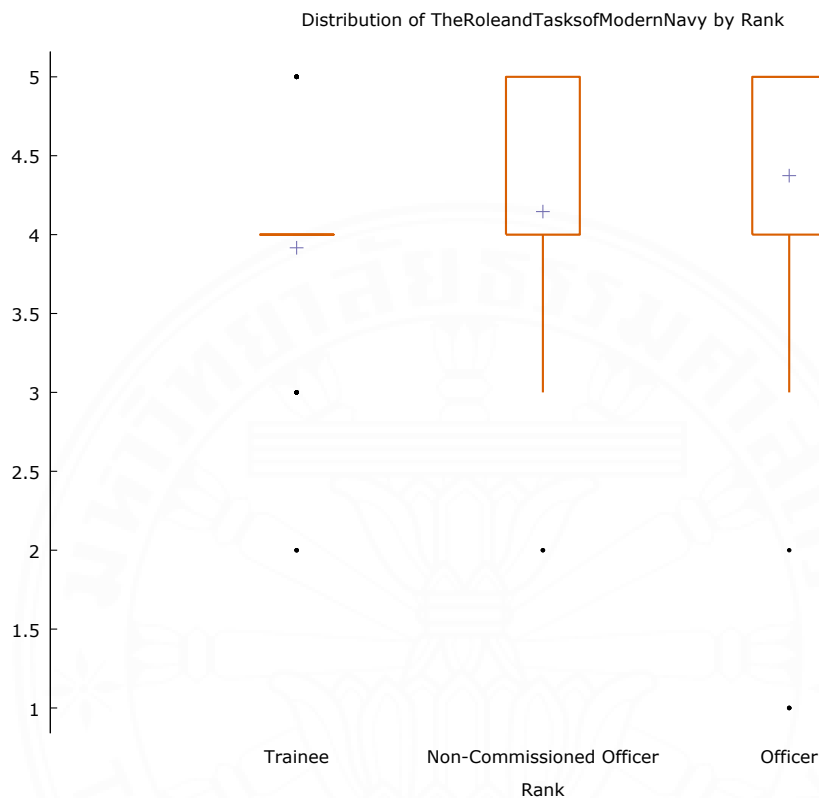
No.	Survey Questions			
	Mean	Median	Minimum	Maximum
	4.2385	4.5000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.93250	0.22001	-1.1767	0.88333
	5% Perc.	95% Perc.	IQ range	Missing obs.
	2.0000	5.0000	1.0000	0
25.	International norms have a significant impact in pressuring organizations to pursue and conform with international standards.			
	Summary Statistics, using the observations 1 - 260 for the variable Internationalnormshaveassign (260 valid observations)			
	Mean	Median	Minimum	Maximum
	4.3577	5.0000	1.0000	5.0000
	Std. Dev.	C.V.	Skewness	Ex. kurtosis
	0.81429	0.18686	-1.0832	0.57229
	5% Perc.	95% Perc.	IQ range	Missing obs.
	3.0000	5.0000	1.0000	0

4.2.3 1st Research question analysis

H₀: Diversifying roles and broadening of tasks for the Royal Thai Navy has not created the need for women to work in combative roles, resulting in no promotion of gender equality.

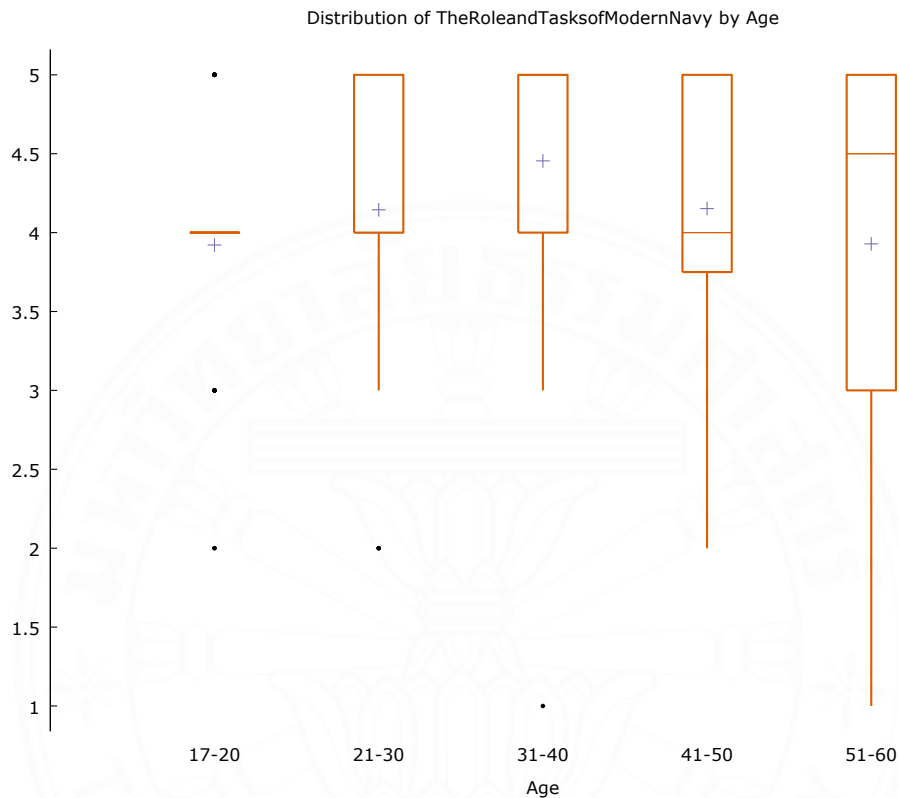
H₁: Diversifying roles and broadening of tasks for the Royal Thai Navy has created the need for women to work in combative roles, resulting in promotion of gender equality.

Survey Question 8 (Q8): The role and tasks of the modern Navy has evolved to cover much more complex roles and jobs than before?

Figure 4.5*Boxplot “Q8” Responses Factorial with “Rank”*

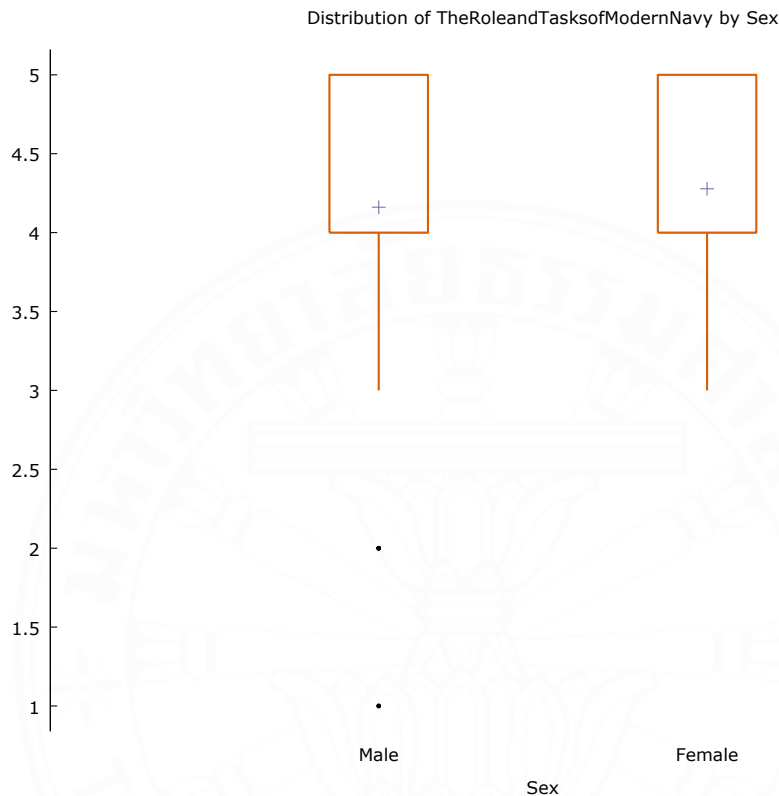
All three groups in terms of “rank” all have a positive acceptance level on the roles and tasks of the modern-day navy which has changed and evolved through time. The mean value ranges from 3.95-4.4 between the three groups. The boxplot reflects the responses are not as scattered, where the majority of the answers are in the 4 to 5 level range, whilst the minority answers are still at the neutral level or 3. For the trainee group the median and mean value are at 4.00, resulting in no scatter in the boxplot.

Out of all 260 responses there are no response that is in the negative region. This shows that there is a positive trend throughout the organization in terms of acknowledgement that the roles and tasks of the navy has diversified and broadened.

Figure 4.6*Boxplot “Q8” Responses Factorial with “Age”*

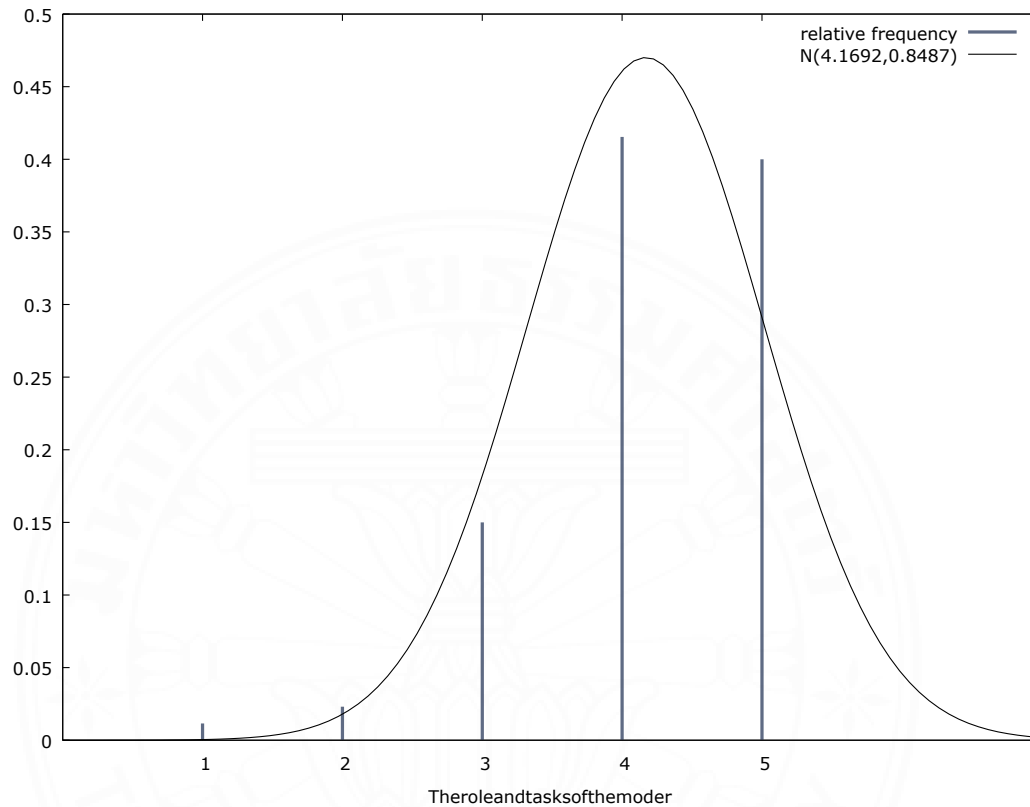
Distinction between each age groups did not have a significant difference. All age groups had a mean value ranging from 3.9 to 4.2. The only age group that has an indicator that reflects differently from the others is in the last group, 51-60 years old. The outliers reflected from the boxplot ranges down to the value of 1, which means that there are a few responses from that group that does not agree at all with this agenda. In their point of view may seem that the Navy is still traditionally a strategic weapon for the state. The organization still holds onto its core role of defense and offense for the nation.

However, the overall picture from all age groups still reflects that they have a certain degree of agreement that the role of the navy has diversified and broadened.

Figure 4.7*Boxplot “Q8” Responses Factorial with “Sex”*

The overall response from in terms of the roles and tasks of the modern-day navy has evolved and changed than the past from both sexes are quite similar. For males they had a mean value of 4.153, whilst females had a mean value of 4.320, with only a slight difference. The scatter boxplot from both groups is relatively the same ranging from 4 to 5, and the outliers value only goes down to 3 on both groups.

From this we can assume that sex can be considered as a not significant factor in terms of how individuals perceive the proliferation of roles and tasks of the navy that has change through time. But still the overall population views that the roles have diversified and broadened.

Figure 4.8*Frequency Distribution Graph Q8*

Frequency distribution for Theroleandtasksofthemoder, obs 1-260

	frequency	rel.	cum.	
1	3	1.15%	1.15%	
2	6	2.31%	3.46%	
3	39	15.00%	18.46%	*****
4	108	41.54%	60.00%	*****
5	104	40.00%	100.00%	*****

Overall, from the 260 responses for survey question number 24 the average mean value is 4.16, which means there is a strong level of acceptance and agreement that the role of the navy has changed and evolved to tackle more challenges rather than just its traditional core missions.

There are definitely some outliers that have different opinions on this agenda, only 4.46% had a did not agree or had a negative stance, whilst 15.0% had a neutral stance. And 81.54% had a positive perspective.

Table 4.3

Correlation Table of Rank, Age, and Roles & Tasks

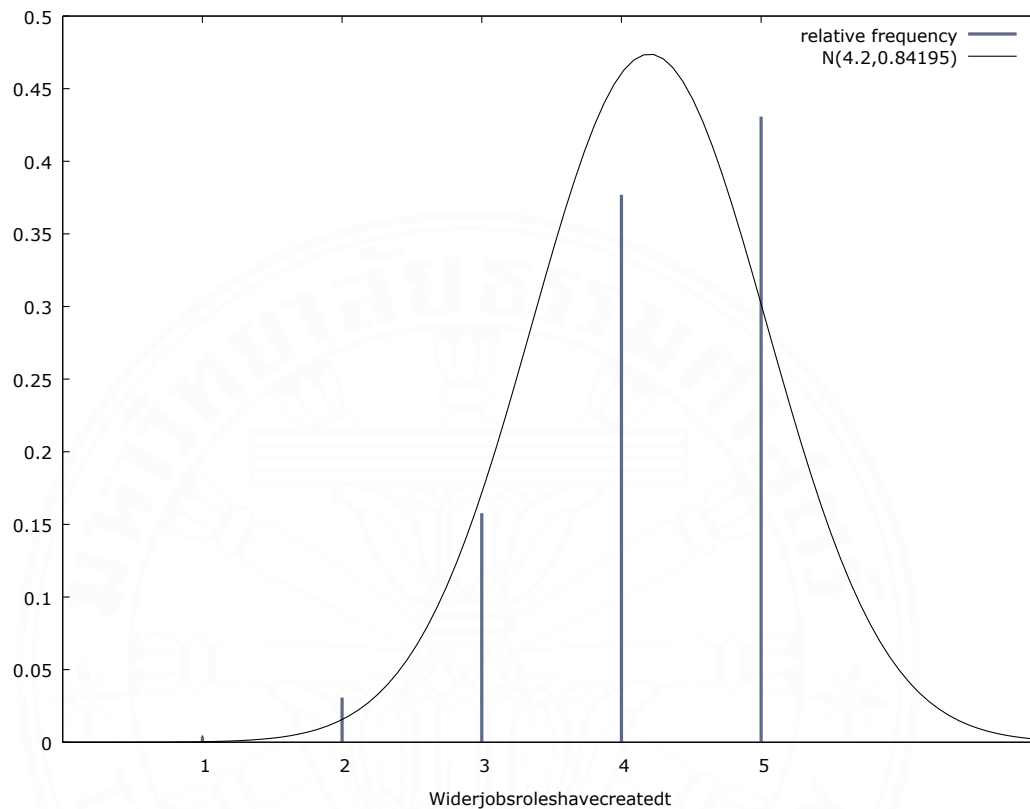
Correlation coefficients, using the observations 1 - 260

5% critical value (two-tailed) = 0.1217 for n = 260

Role&Task	Rank	Age	
1.0000	0.2170	0.0784	Role&Task
	1.0000	0.5529	Rank
		1.0000	Age

From the correlation table, there is a positive correlation between all three variables of rank, age, and sex to the dependent variable of roles and tasks of the navy (Q8). The higher the rank the more they tend to agree and accept this agenda. Also, as they get older, they tend to agree more. Rank does have a much more positive factor of 0.2170 in correlation to Q8, whilst age only has a 0.0784 correlation which can be viewed as minimal effect.

Survey Question (9): Wider jobs/roles have created the need for more manpower to fill in the void.

Figure 4.9*Frequency Distribution Graph Q9*

From the frequency table we can see that the response mean value is 4.200, which reflects that overall opinion and views in terms that from the broadening and diversifying of tasks has created the need for more manpower. However, this question did not specify that manpower means male or female. It only reflects that more personnel are needed to join the organization in order to tackle the new and upcoming tasks and jobs.

Survey Question (1): Do you think women are equally capable to take up leadership and combative roles within the organization?

Survey Question (14): Women have the same capabilities as men in all aspects to fulfill their role in any given job.

Survey Question (15): Women should be able to have equal opportunity in any area if they meet the required standard or job description.

For these 3 mentioned sets of survey questions all had a positive response with mean value of 3.81, 3.71, and 4.3 respectively (refer to *table 4.2*). This shows and reflects that the general opinion is that they view females as equal and are capable of taking on the roles and jobs same as males.

This then falls in line to show that the organization needs more manpower to tackle on the broadening and diversifying of tasks for the navy, which also points out that females are considered to be as equal as males in terms of capability to take up leadership roles and combative roles within the organization given that females are able to meet the required standard or job description with no excuses.

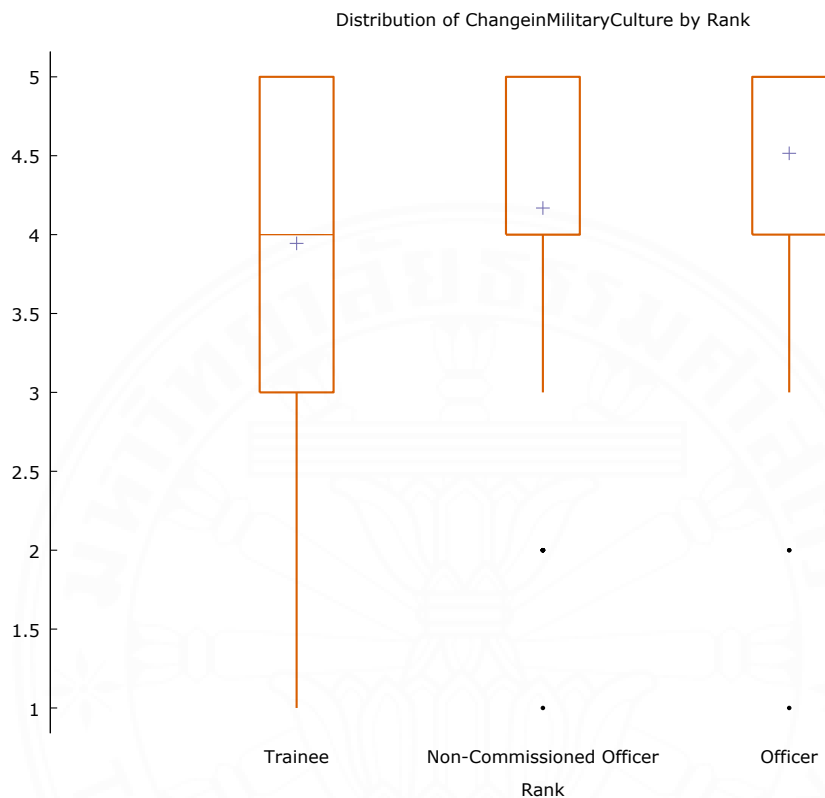
Inevitably, this logical process can prove that the broadening and diversifying of tasks for the Royal Thai Navy has created a need for more manpower, no matter male or female, whilst upholding the same standard or job requirements can open up more opportunities for females to apply for and hence the organization is simultaneously moving in a direction to conform with the international norms of gender equality as a result.

4.2.4 2nd Research question analysis

H₀: Change in the military culture and ideology cannot instigate the Royal Thai Navy to conform with the international norms of gender equality.

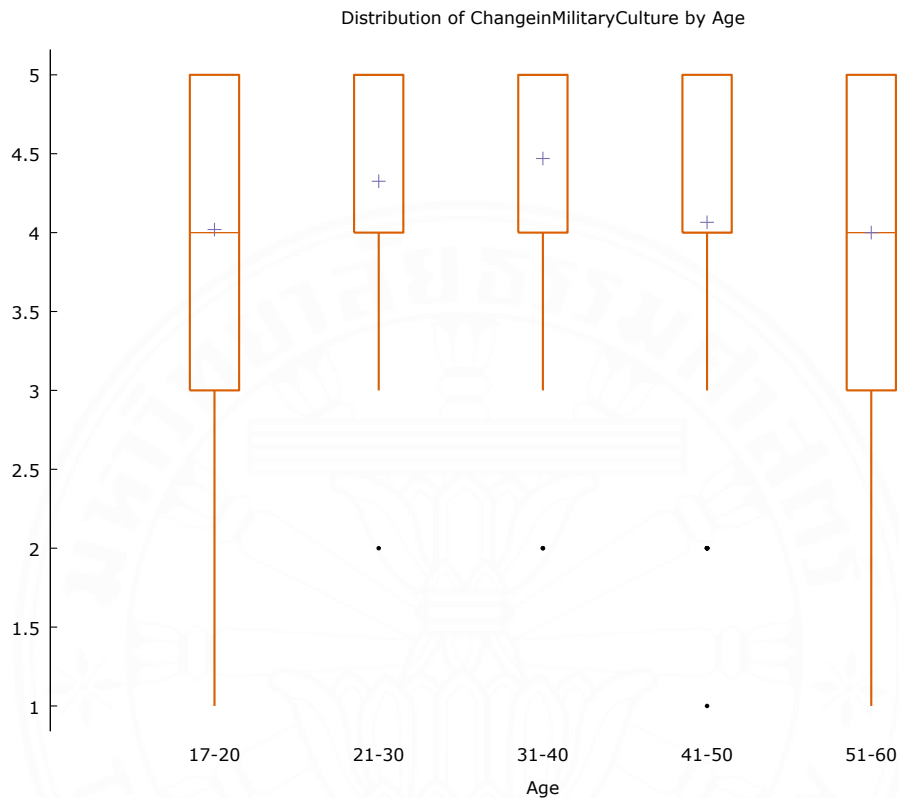
H₁: Change in the military culture and ideology can instigate the Royal Thai Navy to conform with the international norms of gender equality.

Survey Question 24 (Q24): Change in military culture and ideology must change prior to achieving gender equality.

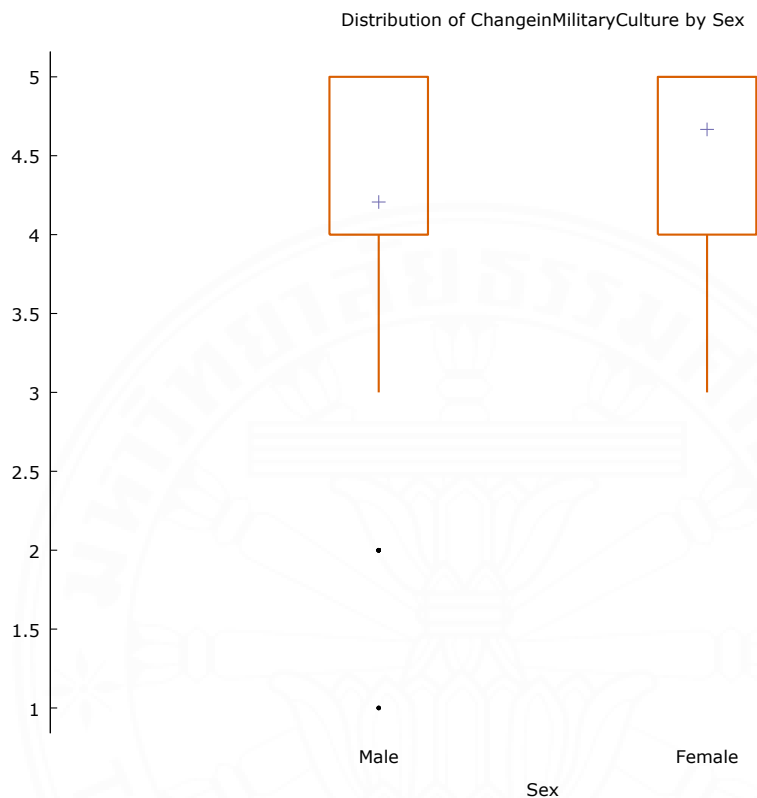
Figure 4.10*Boxplot “Q24” Responses Factorial with “Rank”*

In terms of rank, all rank groups have the same trend in agreeing that change in military culture must be made in order to induce change. The group that had the highest mean value of 4.51 comes from the “Officer” group set, which can indicate or reflect that at the management level has a slightly higher degree of acknowledgement in this issue. For “Non-commissioned officer” and “Trainee” groups had slightly lower mean of 4.17 and 3.92 accordingly.

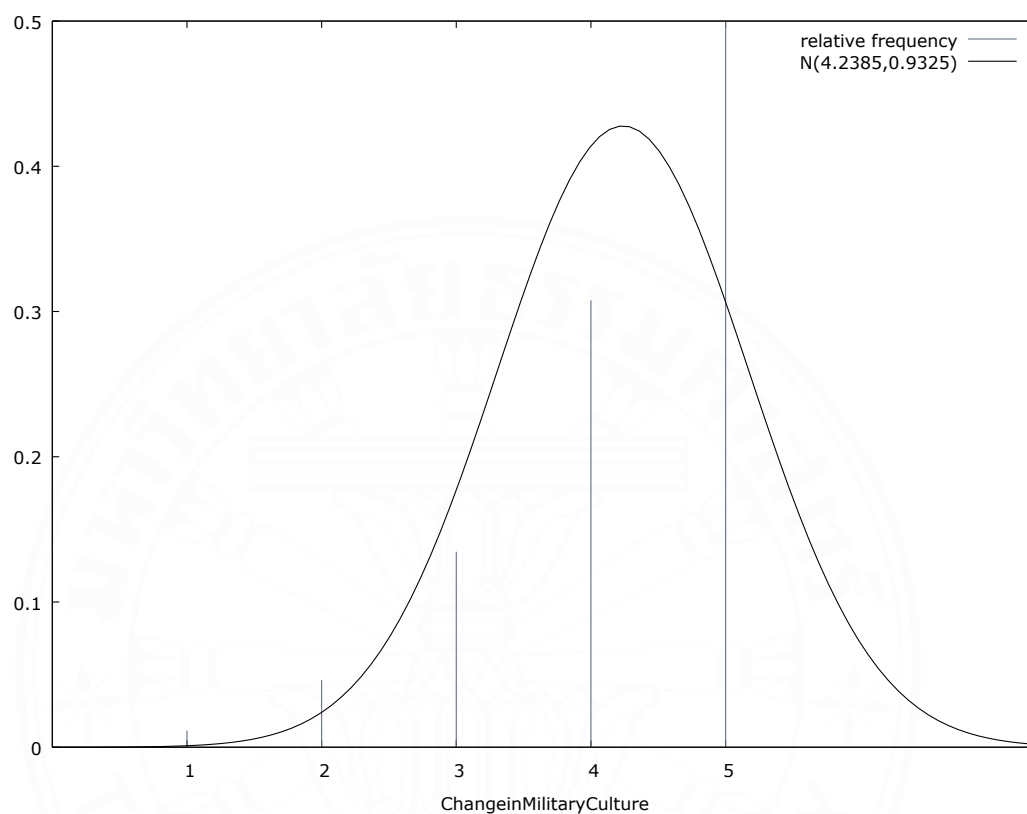
Overall, all groups acknowledge and agree that change in military culture must happen in order for change in policy and regulations to occur.

Figure 4.11*Boxplot “Q24” Responses Factorial with “Age”*

Acceptance level in term of factoring by age is in a similar trend with the variable of rank. All age groups are agreeing upon that change in military culture must change in order for future changes to happen within the organization. The age group with the strongest agreement level was 31-40 years old. The middle range age groups of 21-30, 31-40, and 41-50, reflected from the boxplot shows there is little scattered answers meaning that most of the responses are at in the same range scale of 4 to 5. Whilst for the age group of 17-20 and 51-60 the longer box shows that there are responses or answers that can be considered outliers or have a much wider range from 3 to 5.

Figure 4.12*Boxplot “Q24” Responses Factorial with “Sex”*

Acceptance level factored by sex, indicates that responses from both females and males are on a similar level of a positive trend of acceptance. Females had a mean of 4.56, whilst males had a mean of 4.21. Females had a higher value than males, this may be attributed from the fact that they may have experienced more inequality from the organization’s culture and norms directly or indirectly from their own personal experiences. Inequality may be much more apparent to females than males within the organization, hence the slight increase in mean value for females.

Figure 4.13*Frequency Distribution Graph Q24*

Frequency distribution for Changeinmilitaryculture, obs 1-260

	frequency	rel.	cum.	
1	3	1.15%	1.15%	
2	12	4.62%	5.77%	*
3	35	13.46%	19.23%	****
4	80	30.77%	50.00%	*****
5	130	50.00%	100.00%	*****

Density and distribution for responses in relation to Q24, that change in military culture must change prior to achieving gender equality. The mean value from the total of 260 responses is 4.2385. With 80.77% agreeing to this point. 13.46% had a neutral perspective and only 5.77% disagreed.

Table 4.4*Correlation Table of Rank, Age, and Military Culture*

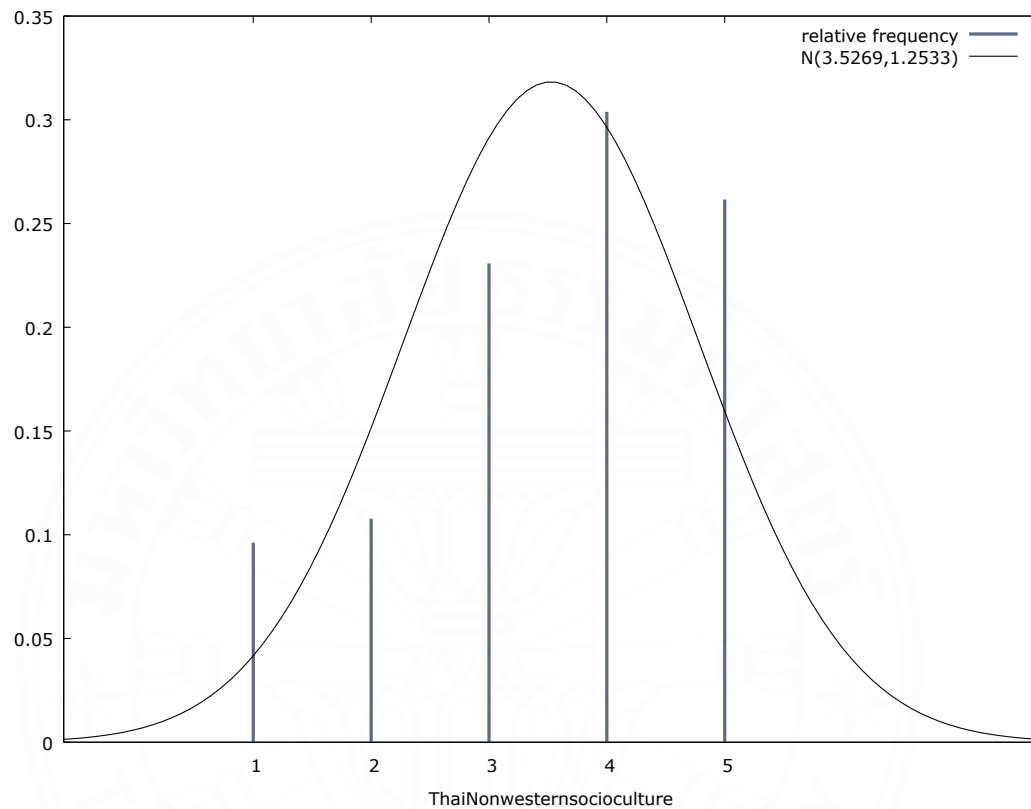
Correlation coefficients, using the observations 1 - 260

5% critical value (two-tailed) = 0.1217 for n = 260

MilCulture	Rank	Age	
1.0000	0.2495	0.0017	MilCulture
	1.0000	0.5529	Rank
		1.0000	Age

From the correlation table, there is a positive correlation between the two variables of rank and age to the dependent variable of change in military culture must happen for the Royal Thai Navy to conform with international standards (Q24). The higher the rank the more they tend to agree and accept this agenda. Also, as they get older, they will agree more too. Rank does have a much more positive factor of 0.2495 in correlation to Q8. Age only has a 0.0017 correlation which can be viewed as a very minimal effect or to a value of null.

Survey Question (21) Thai/Non-western socio-culture norms restrict or looks down on people pursuing out of the norm acts.

Figure 4.14*Frequency Distribution Graph Q21*

Frequency distribution for ThaiNonwesternsocioculture, obs 1-260

	frequency	rel.	cum.	
1	25	9.62%	9.62%	***
2	28	10.77%	20.38%	***
3	60	23.08%	43.46%	*****
4	79	30.38%	73.85%	*****
5	68	26.15%	100.00%	*****

Thai/non-western socio-culture norms do have an impact on how they view or perceive outliers that act out of the normal. From the frequency distribution, reflects and shows that there is an already present level of negative opinion in terms of

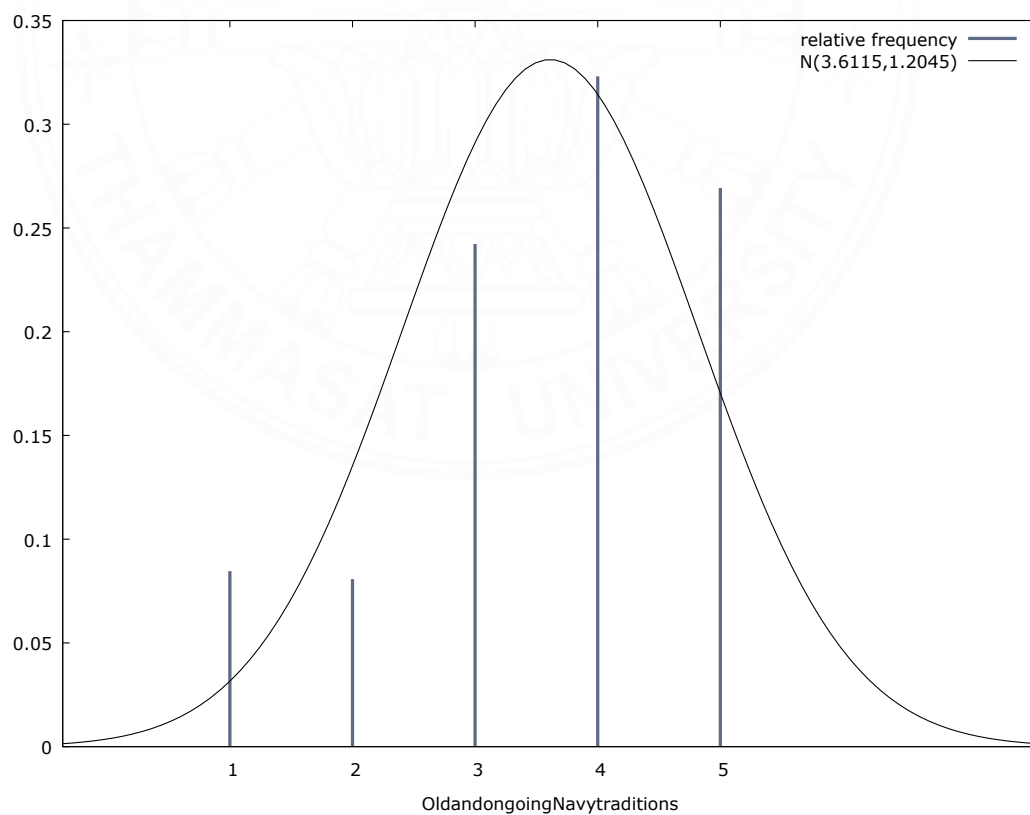
how the Thai/non-western norms restrict the freedom for pioneers to push or try anything new.

People who are considered the black sheep or who just does not fit in are seen as outcasts or outliers. This does lead to a lessen trend that restricts people who want start an initiative or push for something new. It results in creating a harsher environment for pioneers to pursue their initiatives, instill ideologies, and ultimately to form a norm.

Survey Question (22) Old and ongoing Navy traditions limits the participation of females on warships. (Such as the Thai belief of the protector of the ship is a female representative, by having another female onboard is disrespecting the protector and hence will bring bad deeds.)

Figure 4.15

Frequency Distribution Graph Q22

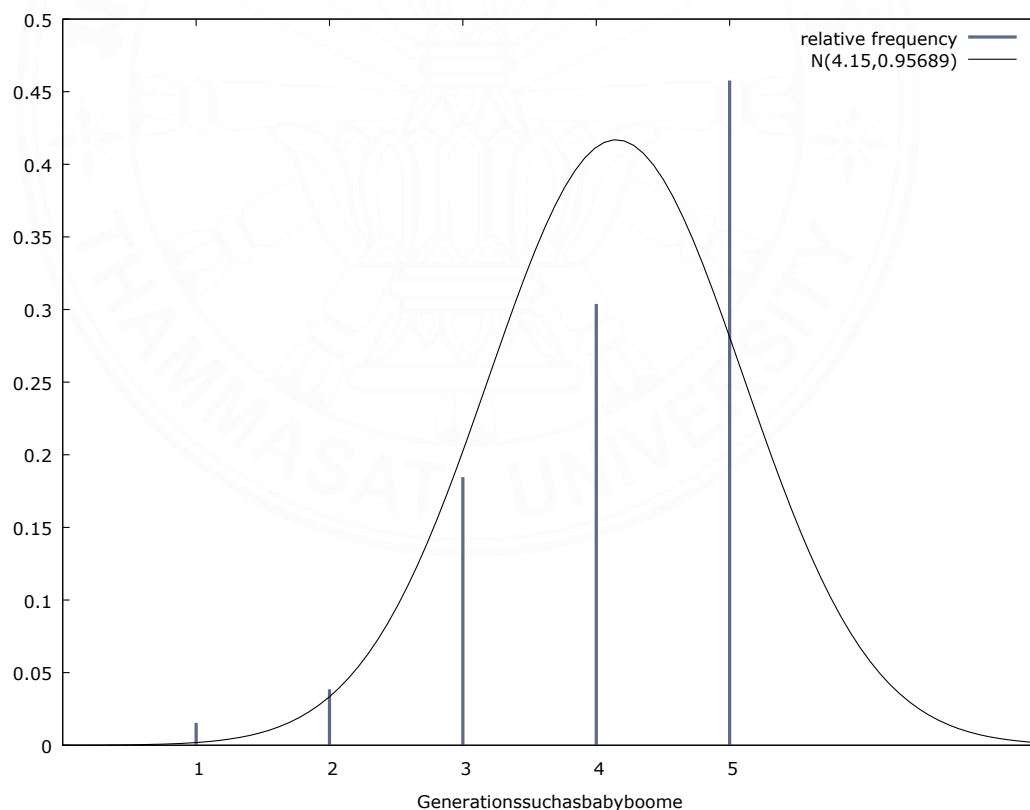


From the frequency distribution table shows that the majority also sees that ongoing navy traditions do restrict females from integration into working onboard warship. Some traditions may be against the integration of females directly, some may just be an inconvenience, some may just be ear-to-ear whispers that have carried on for a long time. By removing or adjusting those long-standing traditions it can induce and provide a better environment prone for change in this agenda.

Survey Question (23) Generations (such as baby boomers, Gen X, Gen Y, Gen Z) have different viewpoints in which affect the overall culture and policy of the organization.

Figure 4.16

Frequency Distribution Graph Q23



The mean value for the response in this case is 4.15 which reflects that the majority do see that generational gaps have implications towards the overall

policies and regulations of the organization. This factor must be taken into account that different age groups from different eras have differing ideology and views. In order to induce change in the organization's culture, the policies must be adjusted or targeted to specific groups sets respective of their environment. This should lead to a better reaction from change overall.

As discussed from Q21-Q23, there is implications or evidence that change in military culture can instigate the organization to conform with the international norms. By factoring in the various relevant positive factors and trying to change or weed out the negative factors will certainly propel the organization towards conforming with international norms much more.

Certain cultures are preventing change to happen within the organization, the actors within the organization must be responsible to start diffusing those restrictive beliefs, cultures, and traditions in order to pave way for future change and implementation of females onboard warships.

4.3 Qualitative Analysis

As for the semi-structured interviews, we resulted in 8 interviews from Naval Officers from the Royal Thai Navy (3) and from foreign navies such as the Republic of Singapore Navy (3), The Royal Brunei Navy (1), and The Royal Australian Navy (1).

4.3.1 Change and proliferation of the Navy's role and missions

In terms of the current or modern-day Navy's role and mission, all interviews have a consensus that it has proliferated to tackle more non-traditional threats than before. Different missions and tasks have recently evolved from just traditional offense and defense of the nation. Defense of the nation in particular can be spread out into various aspects such as safety of the people, the nation's natural resources or whatever that the state deems it as a national interest agenda. From prevention of conflict to peacekeeping, these were some of the examples mentioned from the interview. This types of missions are deemed branched into a specific term which is "Military Operations Other than War (MOOTW)" (Frantzen, 2005). Another example that depicts the evolution of roles for the Navy is that news and information coverage from the media that is much more widespread and accessible than before. This

has certainly put organizations such as the navy to be in the spotlight more than ever. The navy must become more proactive and responsive to different events such as natural disasters showcasing are still functioning and active even in peacetime (Capozzi, 2013).

This follows to the point in question of does proliferation of roles of the navy induce or push integration of females more into combative roles? 6 out of the 8 all agreed that it does have a positive factor since more missions and tasks naturally means that the organization must recruit more people to conduct and take on those mentioned tasks. Basically, more manpower to address the incoming tasks.

For the other 2 out of 8 that had differing opinions, mentioned that more roles do not mean that more recruitment of personnel is needed all the time. For some cases, technology and optimization of the existing resources should be enough to address the issue at hand. It is more of the organization's responsibility to pinpoint what is exactly needed such as more weapons, more infrastructure, more vessels for instance, adjustment of regulations to provide more leeway and room for their personnel to act upon for instance. Certain issues may just need minor adjustments rather than major change. However, the two did acknowledge that there the role of the navy has proliferated and broadened much more than before.

4.3.2 Recruiting to achieve gender equality or for other purposes?

Different organizations all have different policies in terms of recruitment. An interviewee from the Republic of Singapore Navy mentioned that their push for accepting more females into their workforce did not have gender equality as their main central issue. It was something that came after instead. The main issue for Singapore was that there was a lack of young teenager joining or signing up in the first place. A low conscription rate was a severe issue, therefore they had to reach out into another pool or group set of people from their population. For this case was females. Males had the knowledge that they could join into the military or the navy once they qualify or reach a certain age. However, for the females they might not be aware of the possibilities that the navy can provide them as a career. The recruitment team had to showcase and push out many recruitment schemes in order to disperse information to

attract and appeals towards the females enticing them to sign up. This was a case of gender equality achieved as a bi-product from another issue.

As for the Royal Australian Navy, the overall recruitment schemes did have some degree of targeting towards attracting females as one of their main priorities in recruitment. The purpose of that was to promote a gender balance environment in their workplace. The standard regulation for the Royal Australian Navy is that in any workplace including ships, if there is a female present there must be more than one or at least 2 females in the same section or branch. This policy purpose is for the safe being of the females whom are working in a male dominated environment. The RAN is trying to increase the ratio of females to males in both sea going vessels and shore establishments. For bases and shore establishment compared to warships, warships had a significantly lower ratio of females onboard due to the nature of the work environment.

A consensus from interviewing all three Royal Thai Navy officers is that the organization itself must change a lot in order to actually start recruiting females in order to achieve an increase in gender equality within the organization. Most of the academies and training schools are still only for male. Infrastructure, training method, and living accommodations are some examples to start from.

4.3.3 Senior leadership/command posts

In terms of senior leadership positions within the Navy. Different navies have different standards and requirements for individuals to meet in order to be applicable to that certain position.

For the Royal Australian Navy, there is no segregation at all, females and males have the same requirements and qualifications to meet. There are no limitations in terms of regulations or rules that depict or leave out females. The only instance that was mentioned is that females have a more complex lifestyle circumstances that occur later during their career that significantly effects their career path or career choice is namely of starting a family and giving birth to a child, transitioning into a full-time mother. This shifts their priority to their spouses first and their careers second. Females tend to sacrifice more for their family compared to their male counterparts. This results in the number of senior leadership or high-ranking

females are much less compared to males within the Royal Australian Navy. There may not be limitation in terms of inequality but just the sheer number of female candidates to select from compared to the males are significantly less. Looking from the outside it may still seem that men still take up more senior leadership positions instead. Inequality may not be as persistent, however different circumstances can create different routes and path between male and females as stated earlier.

For the Royal Brunei Navy, they key senior leadership positions are open to both males and females. However, for selection, males have an upper-hand or a better handicap compared to females. One major factor is due to the religious beliefs of the state, which comes from Islam where males are still perceived and considered as the leaders in their society and culture. Even if a female is equally qualified as their male counterpart, nearly all the time a male will be selected for the position. Females who are still striving for key leadership roles within the Royal Brunei Navy will be put into command of supportive establishments that are considered a second-tier or grade B positions instead. The second factor is similar to the previously mentioned in terms of motherhood once the females have children. Their society also views that females are the primary caretakers of their children and the males are considered to be the leaders of the family.

As for the Singapore Navy, it is very similar to the Royal Australian Navy. There is total equality across the board. They consider everyone as individuals from their skills and qualifications no matter what background they have and no matter what sex they are. The only instance that was mentioned is that males and females are different from one another is the aspect of national service. Males are required to join national service for a duration of 2 years once they reach a certain age. This is a mandatory requirement for all male Singaporean citizens. If they decide to join the navy later, the 2 years during national service is counted towards their time in service. For example, mainly for an intake of trainees, seniority is counted or considered from the year or class they graduate. Say a male and female join into officer cadet school and graduate at the same year. The male will already have an additional 2 years on his record for service, whereas the females does not and will have to start the count from zero instead. In the early stages of their careers may not seem significant, but in the later stages during their careers will certainly have an impact once they are compared in

terms of seniority with years in service. Another addition point was that, the 2 years of experience in national service provides the males a platform that has them already accustomed to the military lifestyle, they are already familiar and adjusted which can result in better performance and scores during training and courses. Whilst the females initially joining has to go through the initial adaptation period from civilian to military lifestyle. This drastic change can affect their overall performance and scores during their training period. This can carry on into the overall graduation rankings for that intake.

Lastly for the Royal Thai Navy, there is still a clear set line that depicts or segregates females into taking command or post of senior leadership. All important positions that are considered first-tier are only available for males that graduated from the Royal Thai Naval Academy (RTNA). Those roles then are separated into specific qualifications that within the RTNA graduates have categorized by their specializations. Other applicants or officers even though they may hold the same rank and seniority is still not able to apply for those key leadership positions. There are clear specifications that limit the number of candidates who are applicable to apply for the positions. This also applies to females within the Royal Thai Navy, they even more limited in terms of positions open for them. Not only that they are able to apply for just their own field of specialization but key leadership positions within their own field have other male competitors from other than themselves are able to take up the role also.

4.3.4 Retainment management

Retainment for females is one major factor that the organization must be considered. Not only creating an equal setting of equal opportunity for females into the workforce, but to also consider the ranges of circumstances that are different for females compare to males once they join up and served in the force for some period of time. For interviewee number 5, she highlighted the aspect of retention which is something that must be critically considered. For females, once they start a family and have children, their primary focus will turn to care-taking their spouses more than their own careers. This transition or shift in focus is human nature of the female sex (Pettman, 1992).

In terms of maternity leave, the organization must consider or provide viable options that cater for different groups of people. Different people have different outcomes or effects from different durations of maternity leave. A research conducted in Europe in regards to maternity leave by (Profeta, 2020, pp. 39-43), stated that the duration of maternity leave does not guarantee the same outcome for different people. The research conducted responses and impacts on women comparing different maternity leave durations, all which differed in outcomes. This means that the Royal Thai Navy must also find a particular set of leave packages or alternatives for their personnel to choose from, which in return will provide the best retainment outcome. People with satisfaction in their own daily lifestyle that work does not create negativity will certainly have positive retainment numbers especially for women.

4.3.5. Military culture: A barrier to change?

A consensus from all the interviews states that certain aspects of the military culture do limit or prevent change from happening. An example raised by one of the Royal Thai Navy officers is the ship is usually called a “she.” This tradition dates back from the early sea-going farers. The reason that they call her she is because that a ship requires a lot of attention similar to females. The crew must put a lot of effort into maintaining the appearance and the performance of the ship. Overtime, this though carries on through time, and now the RTN believes that the ship is a “her” and by inviting other women onboard is disrespecting the ship itself. This can factor in how people within the organization can have negative opinion in regards to integrating women to work onboard warships.

Another point which was highlighted was the term called “Standard Operating Procedures (SOPs)” it is a term that is regularly mentioned by the interviewees. SOPs are a manifest of steps to follow in conducting any sort of tasks or jobs. These are the results from tried and tested methods, through repetition from their predecessors. After each mission or task, the military usually conducts an “After Action Review (AAR)” in which the staff comes together to discuss what went right, what went wrong, and what could be improved. This leads to the amendment of the current SOPs. This creates a loop or life cycle of a how-to do certain tasks and missions. Through time these SOPs can turn into a military tradition that is upheld and followed

by. Some traditions and culture may still be beneficial in a positive way, but some traditions do pose a limitation to certain agendas. It may seem beneficial for organizations as it optimizes how they operate, to become more effective and efficient. However, the downfall to sticking too much to the SOPs can be a restrictive factor in terms of innovation and creativity. This can also result in limiting what can be adjusted or changed in the future for certain agendas and topics. Integration of females into combative roles or warships could become much harder to achieve if the organization has taken on a very strict indoctrinated stance, where everything is by the book. Another negative factor that can occur is that it creates a military culture that forbids the push for innovation and pioneers, people who want to voice up fresh ideas and try things out do not have the suitable platform to do so.

All in all, if these barriers are lessened and lowered, instigating change for the organization to conform with international norms will become easier in a more suitable environment for change.

4.3.6 Norm of gender equality still marginalized?

One reason is the persistence of traditional gender roles and stereotypes, which can limit opportunities and expectations for women and perpetuate gender inequality. Additionally, discrimination and bias against women in education, employment, and other areas can prevent them from achieving their full potential and contributing equally to society. Cultural and social norms that prioritize men's roles and perspectives can also contribute to marginalization of gender equality. Finally, institutional and systemic barriers, such as laws and policies that do not prioritize gender equality, can also perpetuate gender inequality. By addressing these complex and interconnected factors is necessary for creating a more equitable and inclusive society.

Gender equality in the military, including the navy, has been a topic of discussion and debate for many years. While progress has been made in recent years to increase the participation of women in the military, there is still a long way to go to achieve full gender equality.

In recent years, the Royal Thai Navy has implemented policies and initiatives to increase the representation of women in leadership positions, such as

promoting more women to senior officer ranks and providing training and development opportunities for women. However, like many other militaries around the world, the Royal Thai Navy still faces challenges in achieving full gender equality. Women in the navy may face discrimination or harassment, and there may be cultural and institutional barriers to women advancing to the highest ranks. Overall, while progress has been made in promoting gender equality in the Royal Thai Navy, there is still work to be done to ensure that women are fully integrated and treated fairly in all aspects of navy life.

4.4 Cross Analysis

From the quantitative section, we can see a logical pattern from the survey responses that illustrates an overall picture of how the current setting within the organization views gender equality. There is a high level of acceptance and acknowledgement already. The majority view females as equals and do not segregate or prevent female from joining the combative force to work onboard warships only if the individuals can perform and meet the set standard is well enough to be accepted to the same degree as any other male. Also, they view that females are equally capable in taking up leadership roles. There might be certain characteristics that are still attached or comes with females such as females are still considered or viewed as a weaker group, where they are still grouped with the elderly and children category or perhaps, they are better suited to conduct supportive roles. There will still be barriers or labels put towards women in a certain level or degree, but we can see that it is much lower or not as prominent as before. The interviewees responses also align with this point in which it reiterated that females must also meet their end of the bargain. They must put themselves in a position that males or any other groups cannot doubt them of their capability. In order to be considered as equals in combative roles or leadership positions, females must meet the required standard without any exception.

Overall, the opinion and viewpoints within the organization reflected from both the surveys and interviews is that the stigma or barrier limiting females to join combative roles has been significantly reduced and shed down to a state that change can be possible. Ideologically it is there but the organization must not remain idle. It must

press forward to create a more positive acceptance so that change in this manner can occur sooner.

Military culture and traditions are somewhat imprinted and attached to the organization in all levels. Some may have influence towards the policies and regulations, some may shape how people think, act, or decide. However, responses do show that people are still open for change even though knowingly that military culture and ideology is an obstruction to change. Change can be achieved through planning and incorporating initiatives that do not seclude any given group. It must take into account all demographics of different people and ideologies. To provoke change, the organization must showcase the benefits of what they want to achieve. For this instance, is the integration of females' onboard warships for the Royal Thai Navy. An interview backs up this agenda by emphasizing that females do add additional benefits to the organization in many ways. Integrating females create diversity within the working environment. The dynamics of the environment can change in a positive manner.

To relate back to the international theories of constructivism, norms and ideology must be socially formed or constructed. Key actors that are in position to influence others surrounding them can shape and direct what terms of social construct they need for change to happen (Reus-Smit & Snidal, 2008, pp. 40-41). For this case, senior leadership within the Royal Thai Navy must take on the role of becoming a central actor, influencing, and pivoting what the people see related to the integration of females' onboard warships in particular. Social construct of ideas means that the present or the current reality is always under construction. This entails the possibility that the perspective or views towards certain agendas can change at any given time, dependent on how the society collectively construct the ideas and beliefs around.

The challenge would be that the conflict of identities and interests from different actors. Actors or organizations will have multiple identities and interests. This can be seen from the surveys and interviews that not everyone is on the same page. Each specific person has their own circle or social construct. They have their own perception of what identity they carry, what interests they have for instance. Different set groups will have different preference, thoughts, and ideas. From this, the actions and interactions and perceptions of the actors within the organization shape the reality that they view the agenda.

In terms of feminism, in which recognizes focuses on the inequality and gender related issues surrounding females such as gender violence and exploitation. Feminism has contributed to expose and deconstruct socially constructed ideas in terms of gender norms (Tickner & Sjoberg, 2013). For instance, show casing or demonstrating the construction of normative ideas of what men and women should do. This circles back to the question we ask, why has the Royal Thai Navy not integrated females to work onboard warships to conform with international norms and standards. We must differentiate between sex and gender. For sex can be derived from a biological aspect, whilst gender is much more from a sociological aspect. The research reflects that the people already recognize the difference in terms of capability and ability between men and women on a biological scale, but in terms of a gender the majority reflects that the segregation level between the sociological aspect of gender is much less, or which can be considered nearly the same. They view personnel as individuals, no matter what sex or gender you are given that the individual can meet the standards set from the organization. By viewing the issue of not pushing for integration of females' onboard warship through a feminist view, it can show that the current social construct still lacks gender equality. The key actors within the organization can use this key issue to raise a point within and push for change. Pushing for change without any good reason behind it will certainly not gain traction or gain public acceptance.

By utilizing a feminist standpoint, initially it will be to restore women's visibility within the organization first, then empowering and advocating for gender equality as the end goal. One main factor that must be considered is that the organization must not sacrifice security for just the sake of integration and pushing for equality. Security has always been a focal argument towards feminism in how it may affect the overall balance in power (Heywood, 2015). By forcefully pursuing and sanctioning changes for gender equality, it may cause drawbacks and backlashes that can affect the stability of the organization and the state. The Royal Thai Navy must find a middle ground that does not gain one end and sacrifice the other end.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

In summary, from the findings and results from both the qualitative, quantitative, and cross analysis, we can identify the factors that do play a significant role in terms of creating a possible or viable option in integrating females into combative roles onboard warships for the Royal Thai Navy to conform with international norms of gender equality and feminism.

The research findings suggest that several factors play a crucial role in integrating females into combative roles onboard warships for the Royal Thai Navy to conform with international norms of gender equality and feminism. Key factors include the leadership's mindset, the subordinates' perception and acceptance, time, changing security environment, and reduced capability gap between males and females.

One key factor to mention are the key actors within the organization such as senior leadership or command positions. They are the key actors that can induce change within the organization. By having and adopting a mindset that equality must become an accepted norm within their own organization, this then can lead to change evidently. Without a pioneer leader to initiate the change, the rest of the organization will not be able to follow suit. In conjunction to the previously mentioned, subordinates or personnel within the organization also must have clear perception and acceptance regarding the integration of females to work onboard warships. They must have or possess the knowledge and awareness of the differences that females bring to the table or the workforce such as how it changes the dynamics of the organization. For this case is for the “warship”, and then utilize it in a way that will benefit the organization in a positive manner.

Another key factor is time. Change in terms of changing people's ideals and creating an accepted norm needs time. The organization and their leadership must be patient in implementing this change. Abrupt or drastic changes may create further questions and conflicts instead. Implementation must be planned in a slow and steady

pace, step by step. The organization must accept that certain ideas no matter how positive or beneficial they are, there will always be an opposing viewpoint. The key point is to find a middle ground that can be slowly accepted from the majority, hence will eventually change, or evolve into a norm within the organization.

Change or the evolution of the security environment of the modern-day world has also played a crucial role in shaping how organizations depict their policies. The rise of non-traditional threats has proliferated the roles of the navy. Organizations such as the navy now must steer or gear themselves to address these new challenges accordingly. This can be done by the adjustment or changing of their policies and regulations, or even re-adjusting their workforce in terms of manpower to suit the newer threats instead. As discussed, different states push for integration of females to work onboard warships from their own needs accordingly. For example, to utilize gender specific roles that females are better suited to conduct compared to their male counterparts or maybe just that they lack manpower and personnel instead. All in all, the proliferation of newer security challenges is one major factor that plays a positive part in the pushing or steering the participation of females more than ever.

The capability gap between males and females has significantly reduced due to the improvement of technology and other means in assisting tasks to be conducted in which in the past may have required more brute force than nowadays. This creates a more open environment for females to be accepted and able to apply for roles more than ever, not limiting the pool of jobs to be males specific anymore. In particular, onboard warships where technology has significantly changed how they operate. Modern naval warfare has become more dependent upon technology, the state with newer and cutting-edge technology will have an advantage compared to their opponents. Strength or power of the navy is not solely dependent on sheer brute force of manpower any more, but rather a mixture of many aspects combined.

In terms of academic contributions from this study towards the field of International Relations are as follows;

In organizations that have long standing ideologies and cultures on the outside may seem difficult or even impossible to impose change. However, if investigated closely, reflected from the surveys and interviews, people or personnel within the organization already has a level of understanding, knowledge, and

acknowledgement in terms of promoting gender equality to conform with international norms and standards. This can come from personal learning experience and exposure, or just the fact that technology and globalization has naturally molded how society views this agenda.

For military organizations like the Royal Thai Navy, realism or capability may seem to be the core ideology or driving factor in terms of developing policies and regulations. For change to happen in topics or agendas that have certain stigmas and ideology barriers specific to its socio-cultural environments, we must understand that to justify change or induce change from the beginning, the ideology must be challenged first. Once the majority has taken in the idea, challenges it, test it, and finally to accepting it. Through this process, then these agendas can become or viewed at as a norm within those organizations. Once it has become an accepted norm by the majority, the promulgation or implementation of policy and regulation change will happen much more naturally with less or no resistance.

Constructivism of forming an accepted norm within a set group of people can be utilized for every organization that wants to create change. Each organization will have different factors due to their own environmental settings, but once those factors are identified. It can go through the process of challenging the idea, through repetitiveness and time it will evidently start to prevail and become accepted as a norm in the end.

This research also reflects a non-western perspective in how it views the topic of gender equality. Equal opportunity and an equal setting might not be as apparent as much as western societies. There is still a significant difference and inequality within the socio-cultural setting, however there is a level of acknowledgement embedded within the mindset of the people to a certain degree already. The research also reflects that there is willingness to accept change and acknowledgment that females are capable of conducting the same tasks and roles as males. The majority also reflects that they view people as individuals more by their individual skills and capabilities rather than preemptively judging a person from what sex they are.

5.2 Policy Recommendations

For the Royal Thai Navy, the organization itself must consider the following identified factors in its own favor to propel and accelerate the integration of females' onboard warships.

Time is one key essence that is a positive factor towards integration. It is reflected from the survey and from the interviews which have the same aligned perspective that once newer generations start taking up more senior leadership positions in conjunction with filtering out of the older generations. It will certainly open up to a more open environment that welcomes change. There will be less reluctancies and barriers. It will become much easier to instill change in both ideology and culture for the organization.

Another factor that significantly plays a role is “globalization.” With the compression of time, space and much more free flow of information being passed across from one to another than ever before. People are able to access such a vast array of information. By utilizing globalization to its own advantage, the organization can showcase the direction that they are intended on taking of promoting gender equality and equal opportunity. Gaining the public's interest and acceptance through public relation plans and schemes. Once gaining traction of the public's interests, organizations such as NGOs that have interest in this particular stance will also start to put pressure on the government or state even more to pursue and push for this agenda to happen. The gears will revolve much faster with globalization.

The organization must also instill awareness and promote gender equality within the organization through its people. By embedding a subconscious ideology that views everyone equally no matter who or where they are is ideally the setting that the organization strives for. This can be done by laying out short modules and courses that provide information that the organization deems necessary in the initial phase of any personnel's career with routinely refresher courses.

The Royal Thai Navy must shift its stance on this agenda and take a much more proactive take. They should treat the issue as one of the main policies or goals in order for change to happen. As shown or reflected from various other foreign navy's

where there are specific targeted campaigns through publications or recruitment schemes that focused towards the issue.

Overall, in order to change something that has been well-ingrained into an already long standing and established organization, the pioneers or key leadership pursuing change must grasp or take on a true visionary stance. Connect their ideals or the direction that they want to pursue while simultaneously imagining the possibilities beyond what reality is currently as and must hold firm to their beliefs with no doubt. What can be considered as impossible before, by truly believing in this approach can change and shape the direction of the movement. In short, people need to become visionaries that look ahead into the future with firm belief that change is possible. If there are doubts from the people who want change in the first place, it will certainly become much more harder to accomplish (Hooks, 2014, pp. 110-113).



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The seal of Thammasat University is a circular emblem. It features a central five-petaled lotus flower. Above the lotus is a horizontal bar with five vertical lines. Radiating from the center are eight stylized rays or petals. The entire design is enclosed within a circular border. The Thai text "มหาวิทยาลัยธรรมศาสตร์" is written along the top arc, and "THAMMASAT UNIVERSITY" is written along the bottom arc.

APPENDICES

APPENDIX A

Interview Subject No.1

Background/Information about Interviewee: A male Navy officer from the Royal Thai Navy (RTN), whom has approximately 6-7 years of active service. He has previously taken command of a warship within the Royal Thai Fleet for a duration of 2 years. Currently he is now attached to the Naval Personnel Department, Naval Headquarters, which the department responsible for human resource management of the Royal Thai Navy.

Time/Date/Location of Interview: Saturday, September 27 2022, 1000-1030

Interview Method: Semi-structured interview with face-to-face conversations via online meeting.

Note: The participant did not allow for any recordings throughout the interview since some points are directly or sensitive to his current posting/job.

Interview Transcript/Key Points:

The interview focused on the human resource aspect of integrating females into warship. One main issue that he mentions is that the current standard operating procedures and regulations surrounding job posting for position onboard warship within the Royal Thai Navy is very specific. Not only it specifies male or female but it pinpoints down to the actual specifications and qualifications of those postings. For instance, a Commanding Officer of a Warship must be male, who graduated from the Royal Thai Naval Academy (which is the core/lead training academy for the Navy). It also specifies the qualification courses that the person needs to complete prior to being posted to that certain position. For example, an anti-submarine warship commanding officer must complete the anti-submarine warfare course and the surface warfare course. Those mentioned courses are only available to the Naval Academy graduates only. Personnel of the same rank no matter how much of an interest they have in partaking or attending those mentioned courses are not allowed in the first place. This then leads to segregation within the organization itself, where it does not encourage for people to strive forward and improve their qualifications to acquire better positions and postings.

This is one example of how the Royal Thai Navy as singular or streamlines training and career paths. It does not allow other personnel or people to partake or join in at any given time. It is basically a single feed path with no other entries along the way.

This then leads to the obstacles in barriers that the Navy will certainly face which is in order to integrate females' onboard warships, those mentioned regulations and rules must be amended and change prior to opening those positions to females. Not the mention the domino effect that will happen in terms of changing the overall environment to accommodate the addition of females into the mix such as accommodation within the training facilities or the training curriculum which as of now is designed for a male only academy setting. Introducing females into the mix certainly will lead to important changes within the organization.

Proper studies and research must be made prior to integrating females head-on into combative roles for the Navy. Set standards and regulations must be properly enforced and used within the organization before change is done.

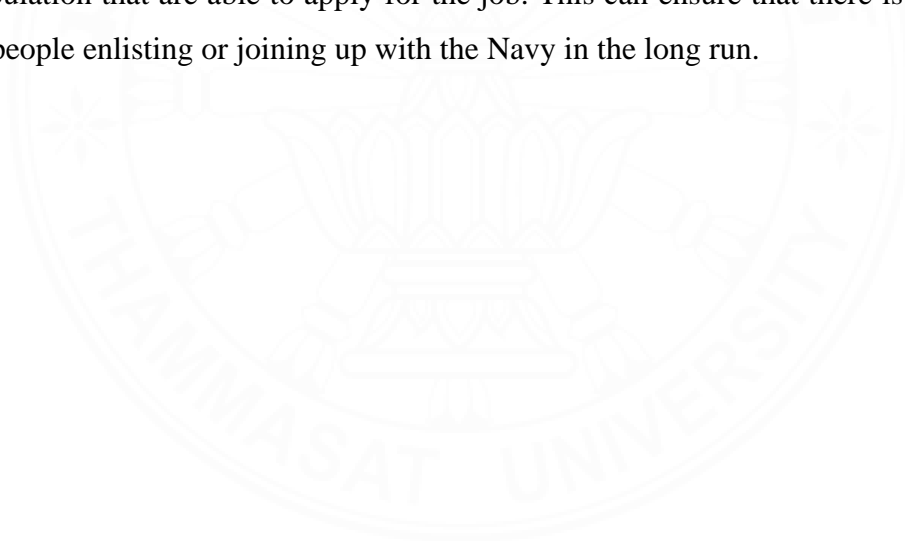
Another point that the interviewee mentioned was the people management issue that will come with females getting posted onboard warships. Pregnancy and child bearing will be one major issue for managing the workforce to have people readily posted onboard warships. Finding replacements for females who take leave for long durations will be hard to achieve. It also contradicts the organizations commitment to spend time and money to train the personnel to be qualified for the job and then to take a 5-8 month leave period. If the percentage of females' onboard warships is not very significant the effect might not be as damaging to the organization in the long run. However, if the Navy has somehow reached a point of equal workforce ration where there is a similar percentage of males to females' onboard warships (50%-50%). This will certainly be a major problem for the Personnel Department and human resource aspect to manage.

Achieving equality within the organization is something the all organizations strive for, however certain roles especially combative roles onboard warships in which the workplace environment is very specific and different from any other jobs must be taken with the utmost precautions. Setbacks and consequences are more severe compared to maybe other jobs such as shore establishments/office desks

jobs. It is the Personnel Departments job to provide a clear outline both clarifying the career paths and progressions also protecting the safety and rights for females whom may join into combative roles for the Royal Thai Navy in the future.

One key positive aspect from a HR perspective in introducing females' onboard warships for the Navy would be that in conjunction with the broadening of tasks for the modern Navy. There has been an increasing number of non-traditional threats and peacekeeping tasks for the Navy. For example, illegal or smuggling of people via sea into Thailand's territory. If there happens to be a child or a female as the victim or perpetrator, a female officer or sailor is definitely better suited to do certain tasks such as patting down, checking for illegal smuggling, or even giving off a softer and more passionate vibe towards the people compared to males instead.

Another key positive aspect would be that the organization has opened up or tapped into another group of people, which is basically the other half of the population that are able to apply for the job. This can ensure that there is no shortage of people enlisting or joining up with the Navy in the long run.



APPENDIX B

Interview Subject No.2

Background/Information about Interviewee: A male Navy officer from the Royal Thai Navy (RTN), whom has approximately 15 years of active service. Has worked both onboard warships and shore establishments for the RTN. Currently he serves on a shore establishment as an Operations Officer for the Coast Guard Squadron, Royal Thai Fleet. His main role is to overlook the operational aspect of all the Coast Guard Squadron ships which comprises of 16 Patrol Vessels and 24 Inshore Patrol Vessels. A total of 40 warships from the Coast Guard Squadron.

Time/Date/Location of Interview: Thursday, September 25 2022, 1300-1330. Sattahip Naval Base, Chonburi, Thailand.

Interview Method: Semi-structured interview with face-to-face in person conversation/interview.

Note: The participant allowed for sound recordings and for any personal information to be mentioned in the research if need be (such as Name, Rank, Country of Service etc.). If the paper is to be publicly published in any form, the researcher must see approval from the interview subject no.3 first.

Interview Transcript/Key Points:

For current actual operations for the navy, it has evolved into a joint operation between different services. Between the Army, Navy, and Airforce instead. There are rarely any operations where there is a singular service conducting their own operations apart from training and exercises. For example, humanitarian and disaster relief missions are conducted jointly. The army is responsible for land evacuations. As for the Navy is from sea evacuations. The Airforce for quick and responsive air-lifts.

Therefore, the role for the Navy has certainly changed as must accommodate much more joint operations to tackle with newer and upcoming non-traditional threats.

A change that must happen in order for females to be accepted and integrated onboard warships is to change the initial joining point for servicemen, which is the academies and schools. They must instill or embed a mindset of equality from the

beginning such as the ratio or numbers of males and females accepted into service. This reflects that the organization stance and the importance of equal opportunity.

The interviewee gave an example of the United Nation Peacekeeping missions that he conducted during an overseas mission in Sudan. The United Nation had a strict 50/50 ratio for women working in the peacekeeping force. In every patrol or task report, the officer in charge needs to state or identify the percentage of how many women were in the team on that specific job. The mentioned reports will accumulate as a yearly report reflecting and showing how many women have actively served or taken up tasks for the United Nations peacekeeping force over that year.

In the operational aspect, if females were integrated onboard warships a key obstruction that will occur is sexual harassment and sexual exploitation within the crew. There must be a set standard that everyone onboard the ship is aware of and knows that if they do cross the line there are strict implication that will happen. For this the organization must put in place short courses or modules that provide awareness and information about sexual harassment and exploitation.

Specific tasks and roles that are sex sensitive tasks is something that really can accentuate the integration of females into the workforce. Firstly, it will provide a positive reflection to the wider community that the navy is taking this issue seriously in putting the right people on the right job. The example that he mentioned is for instance searching or checking female refugees who are entering by sea. By having female sailors or officers, the image of females conducting body searches and restraints will provide a positive image outward. Secondly, it gives off a re-affirmation to the wider public that the organization itself is following the increasingly popular norm of promoting gender equality.

Not only the organizational culture that must change, it must be something that must change as the states or country's culture level instead. The change must be initiated from the grass root level. It must instill a viewpoint of gender equality from the start as a set standard, where people view everyone as individuals equally, no matter where they are from, who they are or what sex they are.

For standards and qualifications both males and females must have the same set standards. This will sort out the segregation caused by double standards and weed out the negative perspective towards women from the start. If the females are

qualified to the same standard as males, there is no excuse for the males to exclude or look down upon the females joining up.

Different generations all have their own take on the world. Older and younger generations have a large gap in ideology from how they have been raised and what kind of exposure they have experienced throughout their lives. One factor that the interviewee mentioned is 'globalization', which is a major factor that can assist in integrating females into the workforce for the Royal Thai Navy. Information flow and access to the internet can provide more exposure towards the public. The organizations will become more transparent, people are able to look up or access data and information much quicker. This can significantly reduce the different ideology between different age groups or generations.

The navy itself must also implement modules or courses that provoke gender equality within the organization. These courses need to be implemented at the start of their personnel's career and periodically refreshed through their career.

Final note that the interviewee mentioned is that the integration of females certainly will be beneficial to the organization in a positive manner. However, the senior leadership must put in place strict regulation and policies prior to integrated females' onboard warships to limit and prevent issues that have mentioned previously.

APPENDIX C

Interview Subject No.3

Background/Information about Interviewee: A male Navy officer from the Royal Thai Navy (RTN), whom has approximately 9 years of active service. He is currently a Commanding Officer for a Patrol Boat in the Coast Guard Squadron, Royal Thai Fleet. He is in direct command over 31 subordinates of his ship's crew, comprising of both officers and sailors. The commanding officer oversees both operational and administration aspects of the warship. He is responsible and has the final decision or say in all aspects regarding the ship.

Time/Date/Location of Interview: Sunday, September 28 2022, 1030-1100

Interview Method: Semi-structured interview in person.

Note: The participant did not allow for any recording to be made during the interview.

Interview Transcript/Key Points:

From the perspective of integrating females into the warship from a commanding officer's perspective is that the capability of the ship's crew must not be compromised. The ship must be able to perform its duty and role to its standard no matter whom is working onboard the ship. The operational aspect must come first. This is on the hands of the commanding officer to ensure that they are able to comply with. This does not mean that females are the weak link in terms of integrating or joining into the warship, but rather no matter what sex you are or who you are, the leadership of the warship will decide and select their crew based on performance and capability.

One issue that comes to mind from the interviewee was that the living environment within the warship will certainly change. It will become more complexed and intertwined. The living accommodations will have to be changed around to segregate females and males from one another. There must be color coded areas where it is considered a female only area to ensure privacy and safety or the females on board. The daily routine or activities of the ship's crew will also change. The crew will have to take into account their daily actions such as how they carry themselves around the ship, being wary of the presence of the opposite sex.

Another point that was raised by the interviewee was that, when it comes to physical limitations of the females such as during menstruation or cramps. Are the females expected to work as usual or are they given less workload. This may seem like a small issue in some people's view. However, as for the commanding officer this may seem as segregation or favoring in between the ship's crew. Giving much more leeway for females compared to males. This can create a split between the crew, creating less unification or affecting the unit's comradery. A ship's crew should function as one. Adding females into the mix may cause small cracks and segregation in the unit in some shape or form. It is the leadership's responsibility to address this issue and prevent it from happening.

He mentioned that even though the dynamic of their daily day-to-day routine might change from the integration of females. Adding diversity will absolutely bring in different ideas and opinions. Somethings that males are not able to think of or problem solve, females who look at things differently might have a better solution to an ever-present problem. Specific tasks that are gender sensitive, which the male only ship's crew had to carryout would definitely benefit from having females as part of the crew. For instance, newer roles for warships as of present is to assist in Human Assistance and Disaster Relief (HADR) missions. When it comes to natural disaster it does not choose what sex to affect. Women or children may be the victim and females can play a crucial role in becoming the on-scene aider for those mentioned groups. Another positive is that the organization can benefit in terms of public relations outwards. Show casing or putting the female sailor whom are aiding or providing disaster relief as the cover or front page of the news. This certainly will reflect and give a positive image of the organization to the public, gaining more public acceptance overall.

Overall, females do add positives to the ship's dynamic however, there must be some courses that provide awareness and information in relation to sexual harassment and exploitation. This will certainly limit the possibility of future problems that will come with integrating females' onboard warships.

APPENDIX D

Interview Subject No.4

Background/Information about Interviewee: A male Navy officer from the Royal Australian Navy (RAN), whom has approximately 7-8 years of active service. Has worked both onboard warships and base establishments for the RAN. Currently he serves onboard HMAS Perth, which is a warship with approximately 120-140 crew members, comprising both of males and females.

Time/Date/Location of Interview: Thursday, August 04 2022, 1830-1900. Bangkok, Thailand.

Interview Method: Semi-structured interview with face-to-face in person conversation/interview.

Note: Interviewee did not want any recordings to be made since it may have sensitive information, therefore transcript of the interview is from note-taking and summarizing from the interview.

Interview Transcript/Key Points:

Modern day roles and missions of the defense force, for this case the Australian Defense Force and, the Royal Australian Navy has recently shifted to counter more non-traditional threats such as illegal activities at sea. Where their main mission is covered by a phrase called “To protect national interests.” The roles of the Navy are now not just purely for defense of the nation as a combative force anymore.

Initially, the Australian Navy had two separate organizations. The Royal Australian Navy (RAN) and the Women’s Royal Australian Navy (WRAN). These two were basically the organizations that accommodated for missions and roles for male and females separately. The two soon merged and combined into just one as the RAN. The initial merge had a very rocky start. Incompatibility was the main factor that was a barrier in creating a working environment for both sexes. However, as time goes by, the transition soon became smoother.

As of recently, the RAN has achieved total equal opportunity for females within their workforce. The last position to open for females to be able to apply for was the “Clearance Divers” of the RAN. These are considered to be the special forces or the

Navy SEALs of the RAN, which required a sheer amount of will power and physical strength in order to be able to take on and pass the clearance diver's course.

However, the interviewee did mention that standards and qualification requirements for all positions and jobs within the RAN is set to one standard. They do not lower any standard to accommodate for different sex groups. There is only a system for different age groups for physical fitness test. For academic or job qualifications remain the same for both sexes. From this it creates an environment that ensures that whoever comes into any certain postings or positions are qualified and capable of conducting their actual role and job.

Cases of segregation of differentiation of males and females still happen within the workforce, however it has become somewhat of a rare occurrence. Mostly outlier cases. An example that the interviewee mentioned was the case for "Military Truck Drivers" where they justified that males are more suited to do the job than females. The reason behind it was women are not able to change the military trucks tires by themselves. However, for this case a high percentage of males can also not change the tires by themselves also.

This reflects that positions that still require physical manpower are roles and jobs that have a much higher barrier to break through compared to roles that have technology assisting or alleviating the requirements to use physical manpower alone. This comes back to females working onboard warships. The working environment on a warship in the modern day has technology on its side more than ever compare to the past, which means that less physicality is required. More of cognitive and decision-making skills are required for male and female working onboard warships instead compared to the past.

APPENDIX E

Interview Subject No.5

Background/Information about Interviewee: A veteran female officer from the Royal Australian Navy. She is an Australian Defense Force Academy (ADFA) graduate and a Maritime Warfare Officer (MWO) for the RAN. She has served on several surface warships for the RAN. As an MWO for the RAN it is considered as a crucial role in terms of combat for the warship. She is now discharged from the Navy, which she left in late 2018.

Time/Date/Location of Interview: Sunday, October 4 2022, 2000-2030

Interview Method: Semi-structured interview with face-to-face conversations via online meeting.

Note: The participant allowed for video recordings. For any release of information regarding the government of Australia must be notified in case of any classified or sensitive information discussed.

Interview Transcript/Key Points:

The role of the navy has certainly changed throughout the past decade. There are rarely people in the current navy who has personally encountered direct combat fire. Most of the current serving are more accustomed to other roles such as border protection or either protecting maritime interests. Those tasks or missions are more to counter the newer non-traditional threats.

In terms of roles and positions within the Royal Australian Navy, there is equal opportunity for everyone to take up. There is no particular job position that is limited to anyone person. It is considered an equal opportunity for whoever has the qualification to do so. One point that she mentioned is that certain positions where the environment or circumstances surrounding those jobs do provide a much more lucrative or alluring aspect for women to join. The example she used was that base establishments or shore postings had a larger percentage of women working compared to warships. This factors down to time that they can provide for their own family after work. For sea-going ships they tend to go on long term deployments that can continuously go on for 3 months. Females that have spouses or family will be inclined to choose positions or job postings at shore establishments instead.

The Australian Navy has put a lot of effort into putting out recruitment schemes trying to tap into newer groups of people especially females into joining combat positions. Their take was to showcase that currently within the navy there are females who are taking command and doing jobs that people previously cannot imagine a female doing, so that the notion of “I can do that also” is instilled into their minds. The more PR or recruitment they put out the larger the reach they can get, resulting in a boost of females joining up.

For the RAN, physical fitness standards are the only separate standards between males and females. For academic or job qualifications everything is the same across the board. As for specialized units that require special training such as divers or ordnance disposal teams, it is open to females to join, however they must pass or go through the same course as their male counterparts. There is no deduction of treatment or assessments to accommodate any specific person. This also applies for MWO and sailors working onboard warships.

One notion that the Royal Australian Navy maybe different from other navies is that females have been in service in all roles for a very long duration already. The interviewee states that it can already be seen as something that is just normal or already a norm that their society views. They do not see it as something that out of the odd or and abnormal at all compared to other nations where the integration has only recently happened. So, for major changes such as integrated females, time may be one of the key factors that will induce inevitable change.

As a female serving in the navy, family or having a spouse does play a crucial factor in how career paths and life choices are made. Life at sea sacrifices a lot of time away from family. Becoming a mother did really affect the interviewee’s choice to not pursue a career in sea-going warships anymore. The navy did have a pre-planned retainment program designed for this specific case, which also applies for other women in the navy. The option was to be relocated or posted to shore establishments instead and take up administrative and supportive roles for the navy.

All in all, females have much more circumstances later in their career that have impacts on progression compared to males. There are also cases where the females still maintain their sea-going career and leaves their husband look after of the family instead whilst they are on deployment at sea.

For the Australian Navy, females played a role in nearly every position. There were many female commanding officers and commanders throughout the fleet. There is no preference or segregation between males and females at all. The people within the organization and the public view females in leadership is something of a norm rather than an abnormal occurrence.



APPENDIX F

Interview Subject No.6

Background/Information about Interviewee: A male Navy officer from the Royal Brunei Navy (RBN), whom has approximately 8 years of active service. Has worked both onboard warships and shore establishments for the RBN. Currently he serves on a shore establishment as an Assistant Navigation Specialist for the Naval Base, the role is the overlook the navigation aspect for the ships stationed within the naval base.

Time/Date/Location of Interview: Tuesday, September 23 2022, 2000-2045

Interview Method: Semi-structured interview with face-to-face conversation/interview via online meeting (Google Meet)

Note: The participant allowed for video recordings and for any personal information to be mentioned in the research if need be (such as Name, Rank, Country of Service etc.)

Interview Transcript/Key Points:

Royal Brunei Navy currently has females working onboard warships, however only officer rank postings are available for females to take up. For non-commissioned officers or sailors are available for males only. The reason behind this is that the job description or roles for sailors' onboard warships require a certain aspect of physical manpower to do certain jobs such as ropework, weaponry, gunnery, damage control or firefighting for instance. Whereas the jobs and roles for officers is more towards management, leading people, decision making and cognitive skills instead. As for female sailors (non-commissioned officers) are only allowed to work in base or shore establishments only. There is still an aspect of inequality of equal opportunity for females within the RNB.

In the past as warships had older designs, the accommodation cabins onboard were not suited for having males and females onboard. It just did not suit the working environment of their organization. However, with newer ships coming into the RNB's fleet daily life onboard the ship has much improved for the crew members. The

showers, toilets and beds are better suited to accommodate both males and females in terms of privacy and separation.

The interviewee mentioned that RNB had a 3-month trial or experimental period for on warship to be 100% females onboard, from the highest ranking the Commanding Officer (CO) to the lowest ranking junior sailor, to all be females. This however did not come to fruition or show that a 100% female crew works in the same capacity as their current workforce within warships.

The main issue was more of finding women who are committed to life at sea. Women who put work before family. He gave an example of a case where both husband-and-wife work for the RBN onboard warships. Once they have a child normally or most of the time the female will be the one who takes leave to take care of the child and later will request for a transfer to a different position that accommodates and has more time for the child and their family instead.

The interviewee mentioned that religion and their culture also shape how the structure the workforce around women working onboard warships. Firstly, the accommodation areas must be separated completely. There must be no mix of males and females in the same cabin or sleeping area. Only working areas are allowed. As for any warship within the RNB which has a female onboard, there must be at least two females onboard at any given time. They do not allow a singular female onboard their ships. This is mainly for safety reasons as a buddy system to look after ones back. To counter sexual harassment and exploitation within their workforce.

Religion also plays a large role in terms of selection of senior leadership for the organization. He mentioned that in their religious views, a leader must be a man rather than a woman. This idea certainly carries onto the organization's views and perspective. The key leadership positions within the RBN must be male. If two candidates are in contention for promotion or selection into a key senior leadership position of whom is between a male and a female of the same exact qualification and experience. The male will be selected 100% of the time due to the factors of the country's culture and organizational culture also. However, for females it does not mean they cannot take up leadership command post, but they are more inclined or steered towards second grade command post compared to males where they will take up primary or key command posts instead.

In terms of career path of males and females compared to one another within the RNB. Equal opportunity is instilled within the RBN, they will promote whoever is deemed most suitable from their qualifications and past achievements. However, it is quite rare to find a female that has the same accolades as their male counterparts since a lot of females once they reach a certain stage in their careers, they will veer off on a path that focus more on family like raising their child or taking care of their elders. This sacrifices their personal advancements in their career paths.

In terms of equal opportunity, within the RBN females are able to apply for any role or job position no different from the males. The only issue that the interviewee mentioned was that certain areas or jobs that require a lot of physical power such as the clearance divers or special forces, there are still a lack of application or interest from the females in taking part in. He did mention that currently there are very few females who are starting to join more combative roles in the Brunei forces, however they are still not 100% combative roles. The officer he mentioned was a specialist in communication but for the land forces of the Brunei Army.

In terms of specified roles or jobs for females in the Navy, the work environment of the maritime culture is still predominated male such as workers onboard fishing vessels, working on oil rigs or tankers for instance. The need for females to do particular jobs that are sex sensitive are still not as clear. So there for by having a justifiable role or task for females can accelerate the integration of females in a positive way, but as of now there are not many tasks that he could think of the comes into mind.

Different generations have significant differences in ideology and ways how the view the organization. For older generations they tend to stick to standard operating procedures or a regimental mindset. They are much stricter in terms of following what has been done or what they have experienced throughout their own career. As for the newer generation such as Gen Y and Gen Z they are more inclined to incorporate technology into their daily routine. They will use technology to assist on how they operate, reducing the steps and complications from the past regimental standard operating procedures. This may seem as they are using shortcuts to make work easier for the older generations, but for them they view it as creating efficiency. In anyway, the outcome is that they must perform and be able to meet the job description of their own roles and tasks. There is a persisting difference in mindset between the

generations. To address this the government of Brunei has implemented the “Executive Development Program (EDP)” which is basically a requirement for all government officials in Brunei not just the Navy. This program is designed for senior leadership positions within the government to be proficient in management and executive decision making. There is also one module that focuses on reducing the ideological gap difference between age groups. It gives a wider perspective for the course participants in trying to understand and open up to newer generations. Accepting the innovations and ideas of the future. Being more open minded and ultimately reducing the friction or difference once they take command. Overall, this program can tone down the difference or separation from various generations.

The interviewee mentioned that change or innovation should have a key figure that has the initiative or pioneer mindset that pushes for change within the organization. If there is no one who take upon the role to push for change, the organization will remain stagnant since its operating in its already stable environment. Internal pressure should be achieved first, then it will lead to acceptance within the organization and then to movement to push the issue outwards towards outside the organization.

The final point he made was about the cost efficiency of training a female officer. Time and cost of training a ship’s officer take quite a long duration. For females they have a tendency to join up serve 4-5 years as junior officers’ onboard warships, once they reach a certain stage of life, they get married, have kids and request for relocation into base or shore establishments. They leave a void in their position where the Navy have invested for them to do. This leads to problems in terms of human resource management when females take up a large portion of the personnel. It is basically the circumstances for females that makes them redirect their career paths later in their work life.

APPENDIX G

Interview Subject No.7

Background/Information about Interviewee: A male naval officer from the Republic of Singapore Navy (RSN), who has approximately 5-6 years of experience. Currently on academic leave from the RSN to further pursue a degree at an undergraduate level. He has mainly experience on working onboard RSN's Endurance class ships. These are large landing deck platforms that are designed for multi-purpose missions ranging from training their own navy intakes of different ranks and specializations to coastal patrols or even assisting in humanitarian and disaster relief missions.

Time/Date/Location of Interview: Friday, September 26 2022, 1300-1330

Interview Method: Semi-structured interview with face-to-face conversations via online meeting (Instagram Video Call with recording)

Note: The participant allowed for video recordings and for any personal information to be mentioned in the research if need be (such as Name, Rank, Country of Service etc.)

Interview Transcript/Key Points:

In recent years, the Republic of Singapore Navy (RSN) has encouraged or pushed for more females to join up. The public relations or the recruiters are trying to create an environment that is much more alluring for females to join. This can be reflected from the latest or recent media push from the recruiting department. They are reaching out to females in discussion talks and seminars related to females joining the military. One main reason that the recruiters are trying so hard is that the conscription or enlistment rate of people joining the military or the navy in particular is quite low. They need to find more people to join up. One of the key reasons he mentioned is that the general population of Singapore is on a negative trend, where it is gradually dropping. People are not as keen on having large families or even children as before. Another reason is that the public view the military as a not a lucrative job compared to other occupations within their country. They see it as secondary or a fall-back occupation if they cannot reach their first intended occupation instead. However, the

interviewee did not agree with this point since it boils down to personal preference rather than a general perspective towards certain occupations as a whole.

In the past females did not have equal roles as male personnel. The majority of females were stationed or based on shore posting in supportive positions. However, in the modern day the Singapore navy has opened up all positions to every joining. It is up to the individual to meet the certain requirements of the position of job they are applying for.

The only exception right now that is still quite limited would be the submarine squadron. This is simply due to the fact that the submarines are not designed to accommodate females in the first place. Living conditions in submarines are shared quarters or basically shared bunk-beds and bathrooms. For surface vessels are much easier to accommodate females due to the larger space to segregate living quarters for females.

In terms of physical standard, there is a different scoring scale for male and female. They take into account the difference in genetics and sex. Some exercises are modified or tailored and scaled down to accommodate females. On the other hand, academic qualifications, and theory tests for both females and males are assessed equally. There is no double standard in any way shape or form.

The interviewee mentioned that in his own experience he sees that there is no social prejudice in terms of gender or religion. They take into account individual proficiency more.

For different generation or the age gap in between the workforce does play a more influencing role or factor in terms of ideas and ideology within the organization towards females. Older generations or commanders do mention or complain about the inconvenience that females bring to the workforce. For this maybe a small minority or fraction of the personnel, not as a majority. However, these issues are more rarely encountered or seen since the senior leadership positions within the navy are transitioning to newer generation leaders in which view the dynamics of males and females completely different from the older generations.

In the interviewee's opinion, change in terms of how the organization perceives females. Ultimately to change something within an organization would have to come from the senior leadership commanders. However, to really have impact is to

gain the support from the public. He mentioned that many policies and regulations in Singapore that are fast to gain traction or accelerated through the senate are those that have the public's interest. This means that the best way to integrate or change how people perceive or view females within the organization would be to showcase that an environment of males and females co-existing in the same space can function properly without sacrificing any downfalls from it. This can lead to a change in mind from the public and view it as a positive instead. From there the organization will certainly take action in changing once gained public acceptance.

In terms of having a specified job or role for females in order for it to be more justified or reflect why there is a need for females in combative roles. The interviewee does not agree with this point. He thinks that most roles or jobs of the navy personnel can be done by anyone, just as they are capable of doing it in the first place. The main reason comes back to the lack of people enlisting or joining the navy instead as mentioned earlier.

APPENDIX H

Interview Subject No.8

Background/Information about Interviewee: A male officer from the Republic of Singapore Navy. He is currently in active service for the submarine flotilla, which is considered a very niche or specialized combat vessel that operates in a very limited and different environment from surface warships.

Time/Date/Location of Interview: Friday, September 26 2022, 1900-1945

Interview Method: Semi-structured interview with face-to-face conversations via online meeting.

Note: The participant allowed for video recordings and for any personal information to be mentioned in the research if need be (such as Name, Rank, Country of Service etc.)

Interview Transcript/Key Points:

The interviewee stated that older generations do have a reluctance or ideological mindset towards females joining initially. However, through time and repetition that separation and reluctance did lessen. Different generations and age groups do impact the policy of the organization. Every generation or group has their own ideology or mindset. However, the beauty of this within the navy is that everyone is thrown into the same basket or ship. This creates a specific community within their own ship and crew, which each ship is different to each other, one way or another.

Some factors that may have and influence on the people's perspective comes from a few different factors. One may be from religion that may impact or influence on how they perceive different situations, such as viewing females in general. Another factor maybe the upbringing or the environment they are brought up. These all play a role in how their individual perspective and ideology form later in life. The important factor in managing and cultivating a working culture within the crew or onboard the warship is the Commanding Officer (CO), the person in charge of the unit, who is the sole commander onboard that ship. He or she has the authority to manage, place protocols and regulations to create a harmonized and smooth working environment.

For the Singapore Navy, what they are currently implementing is that not all vessels are male-female integrated crews. Only a certain number of warships within the fleet are identified as female ready ships. These ships are internally modified to provide better suited living conditions for females. The living accommodation have internal toilets and spaces that are non-accessible for males for safety and privacy for females.

One issue that has occurred in his experience is that, once there are males and females living and working onboard together there certainly will be relationships formed in one way or another. This later can cause internal friction within the crew. For example, if a superior officer has a personal relationship with one of their own subordinates, preference of biased decision making will occur. This does affect the overall harmony of the crew.

In terms of recruitment or enlisting of civilians joining the RSN, currently there is very low conscription rate. The Singapore's public view the military as somewhat a second-class occupation. It does not seem as lucrative or compelling as the business sector or the private sector, which has much more pay or privileges. The interviewee did mention that for the defense force for Singapore is not really the case. It is basically just that the organization itself has issues bridging the gap in terms of how the public perceives the military. The navy in particular is very diverse, there are many opportunities for the enlistees to choose from.

As for the submarine flotilla recently has posted two female submariners for the first time, which both were engineering officers. These are still considered as specialization officers not combative positions onboard the submarine. The current submarine is not 100% supported to accommodate females. However, for newer generation submarines that are still in construction. Those are planned and designed to be able to have a mixed crew of both males and females.

In terms of difference in the working environment for females' onboard submarines and surface warships are no different. There is no difference in combat readiness or capability. The only difference would be the internal housekeeping aspect of the ship. How the ship operates on a daily basis, their daily routine or lifestyle instead. Therefor it in integrating females into a small specialized vessel and crew, it only adds another dynamic into the mix in terms of the cohesion.

Currently the training standards are all the same across the board. There is no separate tests or standards to accommodate anyone. It is the duty of the individual to learn and train to meet the certain requirements of the position or role.

Career paths for males and females within the Singapore Navy are exactly the same. There is no segregation between sex at all. They acknowledge the equal opportunity for everyone. They take into account the factor of individual accomplishments and qualifications only. Sex does not matter at all. One factor that has a impact is that for males they have a slight edge to females, which is they have two years of national service prior to joining the military. It is a national conscription scheme for all young males to join national service for a duration of two years. This may not seem much, but the fact that these two years do count into their active years of service if they decide to join the military permanently in any role. Another key factor is that, the experience and exposure in basic military training that they get is somewhat a beneficial and carries over to their performance and familiarity of the professional training such as officer school or sailor schools. It certainly gives the males more familiarization, which makes them adapt much faster to the changing environment and perform better in their scores and training. It may not be the case for every single male but for some portion of the trainees it does factor in when it comes to who graduates with honors or the highest scoring graduate. This leads into the seniority ranking from performance of the academy graduates.

For factors that accelerates the change within an organization, external and internal factors both play a role to induce change. They work in a push-and-pull type or factor. Internally wise it is important for leadership to create a consensus within the organization first in which then will carry on to push the issue towards the public for approval. If within is still in conflict it will be very hard to gain public acceptance. Once the issue or change topic has gained traction, this will certainly be accelerated much more.

APPENDIX I

Survey Form/Questions (Quantitative)

A Norm of Gender Equality: Case Study of Integrating Females Officers and Sailors Onboard Warships for the Royal Thai Navy

****This research survey is intended to be used for academic purposes only. Any information and findings will remain anonymous. The research is fully adhered to the University's and Faculty's ethics.**

LT. Pongpun Kaewsarn (Researcher)

Details and Information from the participant.

Rank: Officer, Non-Commissioned Officer, and Trainee.

Age: <20, 21-30, 31-40, 41-50, >51

Sex: Male, Female, and Self-Identify as Others.

Religion: Buddhism, Christianity, Islam, Hinduism, Others, and Non-Religious.

Questions 1-25

Responses of all questions ranked as;

- Strongly Agree 5
- Agree 4
- Neutral 3
- Disagree 2
- Strongly Disagree 1

**Please select/circle the appropriate response of the following questions;
(EXAMPLE)**

Question 1. Do you think women are equally capable to take up leadership and combative roles within the organization?

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Please select/circle the appropriate response of the following questions;

Question 1. Do you think women are equally capable to take up leadership and combative roles within the organization?

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 2. Women are better suited to work in supportive roles rather than combative roles.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 3. Having an open environment workplace (Male and Females) effect the operational capability on the warship/organization.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 4. Operational capability of the warship/unit is the combination of collective effort rather than individual effort.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 5. Physical limitations (such as menstruation, pregnancy, physical strength) effects the overall capability to fulfill the roles onboard warships.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 6. Technology and automation can substitute or lessen the workload of the physical job requirements onboard warships (ex. Weapon systems, Surveillance systems, Propulsion systems).

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 7. Decision making or cognitive skills are primarily for jobs onboard warships.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 8. The role and tasks of the modern Navy has evolved to cover much more complex roles and jobs than before?

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 9. Wider jobs/roles have created the need for more manpower to fill in the void.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 10. Specific tasks and roles for warships/unit must come first, in order to become a justifiable reason to integrate females.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 11. Deployability or longevity of the unit is restricted or lessened from adding on females to the unit?

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 12. Integrating females imposes direct restrictions to structure, budgeting, and funding of the organization.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 13. Current career paths restrict the possibility for females to promote through the ranks as fast as males.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 14. Women have the same capabilities as men in all aspects to fulfill their role in any given job.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 15. Women should be able to have equal opportunity in any area if they meet the required standard or job description.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 16. Standards and job requirements should be one standard for both male and female.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 17. The organization should not lower the standard of their tests in order to accommodate women in service.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 18. Women and children are still considered to be a representation of weaker minority/group that are not able to defend themselves as the past.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 19. Given in wartime situation; are you still willingly to attack or cause harm towards enemies even though they are women in the combat field.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 20. The proliferation of alternative sex identities (such as LGBTQ) improve/increase/promote the integration of females into combative roles?

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 21. Thai/Non-western socio-culture norms restrict or looks down on people pursuing out of the norm acts.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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Question 22. Old and ongoing Navy traditions limits the participation of females on warships. (Such as the Thai belief of the protector of the ship is a female representative, by having another female onboard is disrespecting the protector and hence will bring bad deeds.)

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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Question 23. Generations (such as baby boomers, Gen X, Gen Y, Gen Z) have different viewpoints in which affect the overall culture and policy of the organization.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
-----------------------	--------------	-------------	-----------	--------------------

Question 24. Change in military culture and ideology must change prior to achieving gender equality.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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Question 25. International norms have a significant impact in pressuring organizations to pursue and conform with international standards.

Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
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Note: Survey was also translated into “Thai” to cater for participants who requested or preferred as their main language of choice. (For a more accurate understanding of the question and provide a correct response)

APPENDIX J

Semi-Structured Interview Form/Questions Guideline (Qualitative)

**Thesis Semi-structured Interview: A Norm of Gender Equality in the Navy:
A Case Study of Integrating Female Officers and Sailors Onboard Warships in
the Royal Thai Navy**

**Details provided will only be used for this study only. No personal information or details will be released to the public without consent from the participants.

Participant Details (Optional)

Rank/Name:.....

Sex: Age:Nationality: Religion:

Military Service Member: ...Yes.../...No... Active Years in Service:

Exposure in working alongside women/details/miscellaneous:

.....
.....

Email:.....Phone:

Approximate time: 10-15 minutes.

Questions will be asked in the relative order to gain a perception and perspective from the interviewee's point of view. The interview will not have to follow strictly, if deemed appropriate that the main discussion point is veering off to another main focal point is considered fine.

CAPABILITY and PERFORMANCE

1. Are the roles and missions of the defense force (specifically the Royal Thai Navy) changed throughout the years into the modern era? (Y/N/How/Why?)

.....
.....

2. Regarding the mentioned roles previously, does the current workforce in which the majority of the combative roles (especially onboard warships) whom are still predominately male can still tackle on those new challenges appropriately?

.....

3. If the Royal Thai Navy decides to implement and integrate females into the combative role's onboard warships, do you think it will enhance the overall capability of the warship and the organization as a whole?

.....

4. In your opinion, what is the best method or practice in order to integrate women into combative roles onboard warships successfully? (How/What approach/Method of choice)

.....

5. Should there be a need for females to conduct a task/job that males are not able to fulfill first, then to use that as a justification in order to open up the possibility for females to work onboard warships.

.....

EQUALITY and FEMINISM

1. With the current military culture and ideology within the Royal Thai Navy, do you think that it has a positive or negative effect in pushing towards achieving equality to conform with international norms, in this case for women to be able to be posted onboard warships.

.....

2. Are there any norms or traditions that you can think of that you would change/adjust/add or remove?

.....

3. Do you think that a fair and equal setting across the board for everyone is something that all organizations should strive for even though at the expense that effects the overall capability of the unit itself.

.....

4. Should standards or job requirements be lowered in order to suit or benefit different sexes. Or should it be one standard where all individuals need to meet as a minimum.

.....

5. Does generations (such as baby boomers, Gen X, Gen Y, Gen Z) play a role or factor in influencing ideas and cultures within the organization?

.....

6. Does civil-relations or outside pressure accelerate or decelerate integration of women into combative roles onboard warships?

.....

OTHERS

1. Does integration of females' onboard warships effect the organization's Human Resource (HR) aspect in anyway? (Positive/Negative/Neutral)

.....

2. Does integration of females' onboard warships effect the organization's operational aspect in anyway? (Positive/Negative/Neutral)

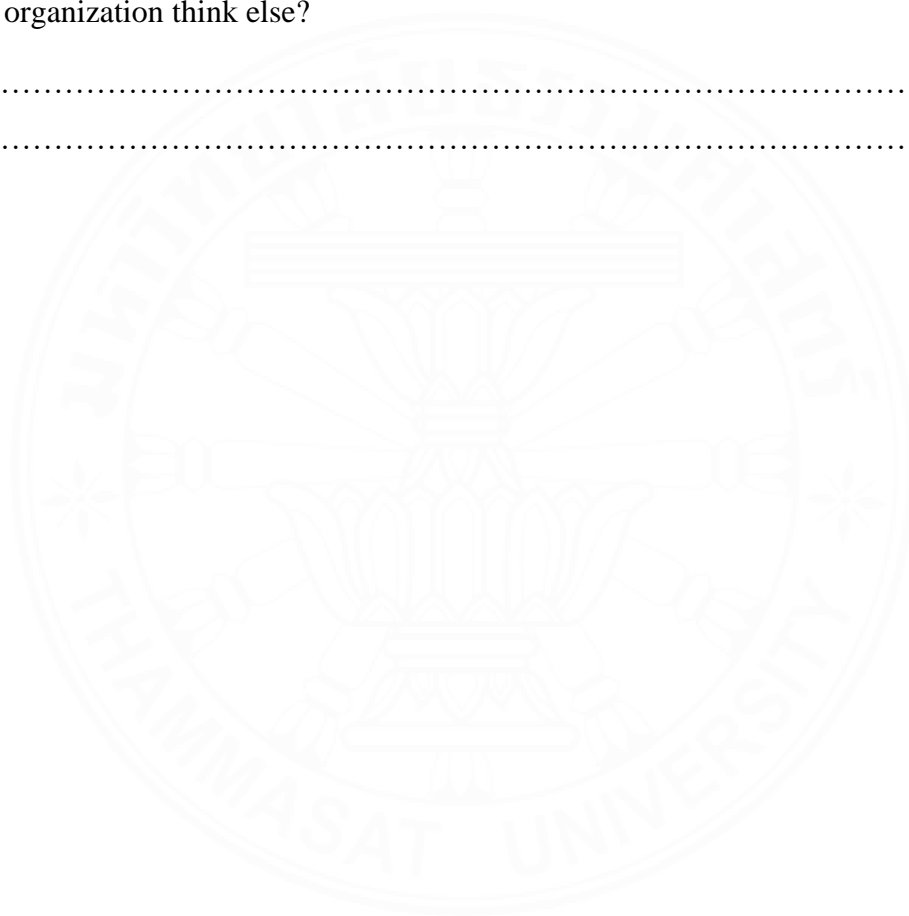
.....

3. Does integration of females' onboard warships effect the organization's overall policy aspect in anyway? (Positive/Negative/Neutral)

.....
.....

4. Ultimately, should the Royal Thai Navy commit to conform with international norms to strive for female equality (in this case to be able to work onboard warships), or should the organization think else?

.....
.....



BIOGRAPHY

Name	Lieutenant Pongpun Kaewsarn
Date of Birth	January 1991
Educational Attainment	2012: Bachelor of Science, University of New South Wales in Computer Science and Oceanography
Work Position	Commanding Officer PGM.992, Coast Guard Squadron, Royal Thai Fleet, Royal Thai Navy
Work Experiences	Royal Thai Navy Sattahip, Chonburi

