

## **A Study of Thai Female Executives: How do they reach the top?**

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### **Abstract**

The study examined the factors contributing to female executives' career advancement. In-depth interviews were conducted with 30 female executives. Factors at the individual, interpersonal, organizational and societal levels were found to have an impact on Thai female executives' career advancement. Facilitators of career advancement were individual factors including personality traits, family and domestic support, as well as human capital. Interpersonal factors that facilitated career progress were people management skills, networking and work relationships. Organisational factors were described in terms of organizational reputation, supportive organizational culture as well as non-discriminatory human resource policies and practices. Finally, societal factors included social perception of gender role in relation to work-life balance and Buddhist teaching which had a positive effect on career advancement.

**Key words:** career, discrimination, women, Thailand

**Word count:** 6,000

## **The Path to the Top: A Study of Thai Female Executives**

Thailand has experienced rapid growth over the past two decades and was one of the fastest growing economies in the world during the period 1985-1995 (Phongpaichit, 2000). Even if there are growing opportunities for women in Thailand (The World Bank Group, 2014; Yukongdi, 2009), the evidence suggests that, for the majority, advancement to the very highest level is rare (Virakul, 2000; Yukongdi, 2009). Given this scenario, there is a need to seek more understanding about the career experience, attributes and behavior of a small number of women; how they have managed to break the glass ceiling and to reach the top of their respective professions (Yukongdi & Benson, 2005; Yukongdi, 2009).

The present study aims to provide a better understanding of the career advancement of female executives in Thailand. Through in-depth interviews, the study attempts to gain an appreciation of the various factors which have helped or hindered the professional success of a group of high-achieving Thai female executives. This paper begins by presenting the theoretical perspective, a review of the literature on women in management, the theoretical framework for the study, the research methodology, followed by the research findings, discussion and conclusion.

### **Theoretical Approach**

A review of the literature indicates that women's career advancement is influenced by a multitude of factors (Yukongdi & Rowley, 2009) and the analysis requires a multiple-level framework. The literature review reveals that such factors are situated at the individual, interpersonal, organisational and societal levels (Ragins & Sundstrom, 1989). The factors within each level interact with one another and simultaneously have an

impact on women's career transition and progress. Hence, these factors cannot be considered in isolation as they, in turn, affect one another (Fagenson, 1990). The present study, therefore, adopts this approach.

Given Asian countries' distinctiveness which derives from the geographical context and the historical ideologies of Confucianism and Buddhism, the emphasis of the literature review will be on women in Asian societies. The following section examines the research literature pertaining to the career advancement of women, based on the four levels of analysis as discussed earlier.

### **A Review of Research Findings on Women's Career Advancement**

**Individual factors.** A review of the literature indicates that a number of factors at the individual level have a positive influence on the advancement of women's career. Individual factors refer to the sources of power the individual brings to a position in an organisation and such factors include personality traits (e.g. ambition, masculinity), family variables (e.g. marital status, number of children) and human capital factors (e.g. social class, education, training and development).

A study in Hong Kong's hotel business found that at management level the top three attributes related to career success were: having an individual working attitude, effective communication skills and problem solving skills. The next most influential factors for females, in particular, were hard working and job knowledge (Ng & Pine, 2003). Female hotel managers in Singapore reported that the main enablers of their success were related to education and work experience, leadership skills, strength of determination and hard work, while lack of extended family support was perceived as a key barrier to career progress.

Mother-in-laws and husbands exerted psychological pressure on women to perform their traditional family roles. When a female manager reached senior positions their work spilled over into their family life and their husband's status at home was perceived to be threatened. Handling the egos of their spouses was one of the challenges they encountered (Li & Leung, 2001).

In Thailand where people valued harmony, respect and dignity, expressions of anger, temper, impolite words, behaviour and impatience were viewed as inappropriate (Browell, 2000). Thus, personal characteristics of patience, sincerity, honesty, consensus, persistence, flexibility and a willingness to learn were mentioned as necessary attributes (van der Boon, 2003). Similar to India, social class had significant influence on the career advancement for Thai women (Yukongdi, 2005; van der Boon, 2003). Women who reached managerial positions often came from families with higher social standing. Thus, they had greater access to education, better employment opportunities and the ability to afford nannies and housemaids to enable them to take on the extra demands necessitated by higher level positions. Affordable household help, childcare, extended families and a society that encouraged women to work was integral to their career success (van der Boon, 2003; Yukongdi, 2005).

**Interpersonal factors.** Interpersonal factors relate to the relationship amongst individuals within the context of their positions in the organisation. Interpersonal variables include mentor support, male hierarchy, career encouragement, career breakthrough opportunities and internal networks. The East's score on individualism is lower than that for the West (see for example, Hofstede, 1980; 1993). Thus the interpersonal dimension is viewed as a key criterion for Asian professionals. In China, Confucian ideology emphasises the relationship between family members and society. In consequence, the quality of personal relationships with one's boss and colleagues plays a major role in achieving success (Cooke, 2006).

Hong Kong, Singaporean, South Korean, Japanese, and Indian career women consistently reported the old boy's network as an important barrier (Budhwar et al., 2006; Kang & Rowley, 2006; Yuasa, 2006; Li & Leung, 2001). Indian women clarified the problem of exclusion from the 'male-club' network. This exclusion prevented them from developing the ability to handle organisational politics and finally attaining the top position (Budhwar et al., 2006).

In a study of Filipino women by Roffey (2002), colleagues of female executives admired them for their independence and fairness. Male senior executives called them wise politicians because they had the ability to balance organisational emotions. Asked about their attributes, the female managers described their qualities as fair, flexible, able to work alongside others, caring and willing to listen to employees. They believed these personal qualities were instrumental to their career progression. They also claimed it took double the effort to reach the same position as their male colleagues (Roffey, 2002).

In Thailand, a society that scores high on femininity (Hofstede, 1980; 1993), there is a societal expectation for Thai women to be humble, respectful, attentive, understanding and discreet. A motherly approach to subordinates is recommended (van der Boon, 2003). Women report that they enjoy good working relationships and cooperating with each other. Also they avoid criticising others in public (Browell, 2000). Being feminine and having 'Thai lady' personality traits would be an advantage in dealing with others (Yukongdi, 2009). Senior women report that they make their way through the glass ceiling by using interpersonal skills of lobbying and networking, instead of fighting to be 'the last one standing'. They feel this non-confrontational approach facilitated their promotion (van der Boon, 2003; Yukongdi, 2005). Specifically, strengthening relationships with powerful men in the workplace is considered one of the most useful strategies to break the glass ceiling (Virakul, 2000).

**Organisational factors.** Organisational factors include policies, practices, structure and culture which in turn influence individual behaviour. Many Asian countries are characterised by high power distance and low gender equalitarianism (Hofstede, 1980; 1993; House et al., 2004), and hence, a greater acceptance of gender inequality in such societies. One such discriminatory practice exists in job allocation. Female managers in China, Hong Kong, South Korea, Japan, India and Thailand reported their token status. Men were placed in decision-making positions and key parts of the business, while women were given specialist or secondary roles. Thus, this practice led to male-dominated organisational structure in senior management. Hence, it was difficult for men to adjust their paradigm and accept female colleagues holding the same position of power as themselves (Kang & Rowley, 2006; Ng & Chakrabarty, 2006; Yuasa, 2006; Yukongdi, 2009). A study in India found women were viewed as less assertive, less competitive and less aggressive in making tough discussions. As a result, organisations in India provided line management jobs to men and supporting roles to female employees. Women were not given challenging or strategic assignments (Budhwar et al., 2006).

An in-depth interview of Hong Kong female executives in the public sector (Leung & Clegg, 2001) reported that they concentrated on their relationship with subordinates. They also considered extrinsic rewards of job security and life balance. Married women highlighted their appreciation of being able to leave the office on time so they could spend quality time with their families. Surprisingly, they were reluctant to be promoted to a position of greater responsibility because it conflicted with their family's expectations. In this case, career barriers stem from the choices that women made (Leung & Clegg, 2001).

South Korean women reported the importance of mentoring systems and building networks with other men in the workplace (Kang & Rowley, 2006). However, their time limitation due to domestic responsibilities was viewed as the biggest bamboo ceiling (Ng & Chakrabarty,

2006) for women's advancement. In turn, their dual roles created a misconception towards female employees, such as having low organisational commitment, being inflexible to work longer hours or to take long business trips, and being too emotional and sensitive (Kang & Rowley, 2006).

In a study of Thai women, very few of the managers surveyed believed women possessed the necessary skills and competencies of a manager. Female supervisors themselves, however, believed they were just as able to coordinate work as their male counterparts; however they rated their ability to show initiative, handle pressure and act intelligently to be below that of men. Meanwhile, they stated their ability to tolerate pressure as being equal to or greater than that of men (Raviwongse, 1987; Yukongdi, 2005). Thus, women perceived that they were offered fewer advancement opportunities compared to their male colleagues (Raviwongse, 1987; Komin & Smuckarn, 1979; Yukongdi, 2005). Evidence indicated that organisational practices which discriminated against women mainly occurred in the areas of recruitment and promotion. For example, employers preferred to hire men and unmarried women, while they reserved the higher paid jobs for men. Women were also the first group to be laid off. However, some Thai women did not view all segregation practices as having a negative impact on them, such as not allowing them to work up-country. It may, therefore, be because of women's acceptance of such practices that various forms of gender discrimination still persist in many Thai organisations (Yukongdi, 2009).

**Societal factors.** Societal variables focus on the society at large and the roles and expectations that develop within it (e.g. religion, societal beliefs and values, politics, culture and legislation) (Metz, 2003; Ragins & Sundstrom, 1989). Societal factors play a significant role in Asian women's career mobility. In some countries, specific social values are not mentioned as contributors of success but they are viewed as core barriers to women's career advancement.

Traditional Chinese cultural values are strong in various dimensions especially gender segregation. It is not considered acceptable for women to smoke or drink, or to engage in a relationship outside of marriage. A nationwide study found that leadership was perceived as men's role and women were not suitable for such a position. A woman who was more advanced in her career than her husband was not recognised by others (Cooke, 2006).

Persistent reliance on Confucian values seems to make sex discrimination worse (Simeon et al., 2001). This notion is very real in Hong Kong. Its community establishes a strong gender role perception of daughter-wife-mother or homemaker for women, versus family leader and breadwinner for men. The daughter has to do more housework than the son (Ng & Chakrabarty, 2006; Ng & Pine, 2003). Women in Hong Kong have a high tendency to quit their employment in favour of their family (Ng & Chakrabarty, 2006). This ideology puts serious pressure on the work-family balance of professional women.

South Korean society is another case of prominent gender discrimination. Male personality traits of aggressive, forceful, independent and decisive fit well with executive positions, while the typical female characteristics of kind, helpful, sympathetic and caring about others are not valued in South Korea (Kang & Rowley, 2006).

Social beliefs about the role of wife and mother also affect Taiwanese working women. From an interview survey conducted by Chou, Fosh and Foster (2006), Taiwanese women were found to be tied to certain social expectations related to family commitment, femininity and taking on a nurturing role, which influenced their career progress. Taiwanese female managers accepted that they could only attain a low level of career ambition due to the inherent cultural expectation that they put their family first (Chou, Fosh & Foster, 2006).

In Thai society, societal factors that are identified as barriers relate to traditional values, religious beliefs and social attitudes toward women, including gender role stereotyping

(Yukongdi, 2009). A key gender stereotype is that of women as mother or nurturer (Kirsch, 1985). Even though a high number of Thai women participate in the workforce they lack the same opportunities for advancement as men.

Buddhism is the official religion in Thailand and Buddhist ideologies greatly impact on the Thai way of life (Browell, 2000). These ideologies are reflected in behavior that stresses generosity, morality, patience, courage, meditation, wisdom, virtue, energy, truthfulness, resolution, kindness and an even temper. Buddhist teaching emphasises empathy, kindness and compassion, and avoidance of violence or confrontation. Buddhist doctrine influences and shapes “Thai” personality traits and would be likely to lead to a leadership style that is characterized as feminine, non-confrontational, caring and gentle.

As a result of globalization, countries in both the Western world and the East have collaborated to promote women’s and children’s well-being. As seen in many international efforts, the United Nations announced the International Year of Women in 1975 and set the UN Convention on Elimination of all forms of Discrimination against Women in 1985 (CEDAW, 1997). The Chinese and Hong Kong government has responded to this direction by issuing a number of regulations aiming to enhance gender egalitarianism in the workplace (Cooke, 2006; Ng & Chakrabarty, 2006; Ng et al., 1998). However, China still faces unpromising sex equity policies, for example women are required to retire five years earlier than men (Cooke, 2006). In Taiwan, the Gender Equality in Employment Law has been implemented to achieve women’s rights and participation in workforce. However, enforcement still has a long way to go (Chou et al., 2006).

In South Korea, pressure comes at both national and international level to promote female utilisation in the workforce via regulations and laws. In case where discrimination clearly exists, employment equality has been improved by regulation enforcement (Kang & Rowley,

2006). As with many other Asian countries, the international agenda of promoting equality for women has placed serious pressure on the Thai government to implement laws and regulations that help women in their education and employment (Yukongdi, 2005; Yukongdi & Benson, 2005). A review of the literature has found, however, that despite such regulations attitudes and practices towards women has not changed much in Thai society.

### **Theoretical Framework**

The findings from the literature review indicate that factors at the individual, interpersonal, organisational and societal levels simultaneously have an impact on women's career success and barriers to career advancement (Benson & Yukongdi, 2006; Metz, 2003; Ragins & Sundstrom, 1989). As mentioned earlier, individual level relates to the sources of power the individual brings to a position in an organisation and includes family variables (e.g. marital status, number of children), personality traits (e.g. ambition, masculinity) and human capital factors (e.g. social class, education, training and development). Interpersonal factor is the relationship amongst individuals within the context of their positions in the organisation (e.g. mentor support, male hierarchy, career encouragement, career breakthrough opportunities and internal networks). Organisational factors include policies, practices, structure and culture which influence individual's behaviour. Finally, societal factor focuses on the society at large and the roles and expectations that develop within it (e.g. religion, societal beliefs and values, politics, culture and legislation). This study will examine the influence of these factors on women's career success and identify the facilitators to career advancement using this theoretical framework.

## **Methodology**

Data were collected using in-depth interviews. The participants in this research were limited to a group of Thai business women who held positions of president, chief executive officer, general manager, country manager and business director. A snowball sampling technique is used to generate a further list of potential participants. Contact is made via a personal letter or email in which the purpose of the project is outlined and the female executive is invited to take part in the study.

Semi-structured, in-depth interviews were conducted in Thai with the female executives at the participants' offices for duration of two to two and a half hours. The participants were asked to describe the factors that were perceived to have an impact on their career advancement. At the conclusion of the interview session, the interviewees were asked to recommend the next potential participants in their network, thus creating a snowball sampling technique. Interview data were analysed using content analysis.

## **Sample**

Thirty female executives participated in the study. The women were aged between 35-63 years. The average age was 45 years. Half of the female executives in the sample were married with children and only one participant was divorced while 10 women were single. Four married women had no children. Twenty-five female executives graduated with a master's degree, one had a doctorate degree, while four women held a bachelor's degree. Sixteen of the women were working in the international private sector, 5 in the local private sector, 4 in the public sector, while 5 were self-employed. The women held titles such as president, country manager, managing director or general manager while two participants were chief executive officers (CEOs). The rest of the participants were business unit heads, vice president or director level.

## **Key findings**

The results of data analysis indicated that the most frequently cited variables contributing to career success were those that were linked to individual and interpersonal factors, while organisational and societal factors were mentioned as having less influence on their career advancement. Individual factors were mentioned by all participants as being related to career success. The factors fall into the following categories: personality traits, immediate and extended family, domestic support, and human capital factors of education and social class.

All of the participants acknowledged that personality traits had the most critical influence on their advancement to senior position. The top five most frequently mentioned personality traits that contributed to career advancement were self-drive, self-development, sincerity, helping others to succeed, seeking challenges and positive thinking. Twenty-nine participants (97 per cent) believed that they were successful because of their self-drive and their self-development. Twenty-three female executives (77 per cent) perceived that being sincere and helping others to succeed had a positive effect on their career. Twenty-two interviewees (73 per cent) sought new challenges and viewed things positively.

Senior executives attained support from their family members. Twenty-seven interviewees (90 per cent) mentioned their immediate family while 20 of them (67 per cent) admired extended family. Besides family members, 16 interviewees (53 per cent) accepted that domestic support such as a nanny, maid and driver were required to support their role as a homemaker. Sixteen executives (53 per cent) thought they were successful because their families gave them the freedom to choose how they live their lives.

Human capital was linked to education and social class. Twenty-nine interviewees (97 per cent) mentioned education, specifically, in terms of attending good school and university, exceptional academic performance, and fluency in the English language. Thus, English

language proficiency is a key requirement for selection and promotion criteria in many organisations in Thailand. Exceptional academic performance was considered by 20 interviewees; good school and university were reported by 18 of the women in the study. Lastly, out of 11 women who were from wealthy families, 10 of them (33 per cent) agreed that social class was a stepping-stone to their career success.

The female executives acknowledged the importance of the following interpersonal factors: people management skills, networking or connections, and a good relationship with working team. Out of 28 interviewees (93 per cent) who mentioned people management skills, 24 of them believed in non-confrontation when they had to deal with conflict. Another 15 executives valued their feminine style (e.g. gentle and soft approach) in managing team relationships. Twenty-five executives (83 per cent) viewed networking or connections as a facilitator in helping them climb the career ladder. Twenty-five participants (83 per cent) shared the view that their working team of direct supervisor, subordinates and colleagues provided them with career support.

Three factors which emerged at the organisational level were organisational culture, organisational type, and non-discriminatory human resources policies and practices as contributing to career advancement. Twenty-two participants (73 per cent) felt that organisational culture which was compatible with their personality traits helped them work more effectively. Fourteen interviewees had worked with American companies whose organizational culture encouraged fairness and diversity in the workplace. A positive work environment that had a family focus was also considered to be beneficial.

Of 13 interviewees (43 per cent) who mentioned human resource policies and practices as a factor associated with their career advancement, 8 of them confirmed that non-discriminatory evaluation systems were significant to their career success. They affirmed that an unbiased

performance evaluation and diversity or inclusion policies and practices were relevant to their career success.

Out of 30 research participants, 23 of them (77 per cent) accepted that societal factors impacted their career progression. As working women, 16 interviewees (53 per cent) admitted that they must have the ability to balance work and life enabled by supportive societal attitudes, while 11 respondents (37 per cent) believed *Dharma* (Buddha's teaching) guided how they managed their lives. Buddhist doctrine of accepting things the way they were helped the female executives to look at people and things with a more open-minded perspective and with greater understanding.

## **Discussion**

The women executives in this research reported that all four factors of individual, interpersonal, organisational and societal have an impact on their career progress. The results from the current study provide evidence that women in Thailand, Asia and the West hold similar beliefs about the impact of individual factors - specifically personality traits, educational level and family support in relation to career advancement (Ng & Pine, 2003; Oshagbemi & Gill, 2003; Singh & Vinnicombe, 2003; van de Boon, 2003). Referring to the findings in this study and the literature review, a common set of personality traits for successful women in different cultures are positive attitude, self-drive, self-motivation, dedication and the willingness to work hard. Women accept that they must try harder than men to reach senior positions (Davies-Netzley, 1998; Lyness & Thomson, 2000). This might be a possible explanation for why women assign greater importance to 'self-drive' or 'self-motivation' as a means to progression than men (Wood, 2003). The findings from prior studies are consistent with the results from this research which found self-drive and self-development as the most important personality traits identified by the Thai female executives in the study.

Family support not only includes support from family members who assist in household responsibilities but also understanding from family members who help working women manage a better level of work-life balance. Having a partner and family members who share household and child responsibilities are a vital motivating factor for women as they seek to progress in their career. Women have reported the benefits they received from family and friends more than men did (Nelson & Burke, 2000).

Domestic support is considered an important factor for the female executives. One possible explanation is that it is normal practice in many Asian countries to have a live-in maid, nanny or driver due to the low costs involved. Nowadays, it is not uncommon for women from the middle- and upper-class to be working on a full time basis in Thailand. Those mothers working in managerial positions, and thus have more financial resources, rely on in-home maid as an essential component to the maintenance of family life (Macdonald, 1998).

Consistent with previous studies, human capital acquired via education is a critical factor for success. For this particular study, graduating from a good school and university with exceptional academic performance were cited as key contributing factors. Over 70 per cent of the female executives working in both international and government organisations in this study accepted that English language proficiency is mandatory for career advancement.

In terms of interpersonal factors, of the 30 interviewees, 28 moved up the corporate ladder through people management skills, adopting a non-confrontational and feminine style (e.g. nice, soft-spoken, charming, gentle and sensitive). Twenty-five executives (83 per cent) applied their networking skills, while 23 women (77 per cent) built working relationships with their direct supervisor, colleagues and subordinates. Based on the literature review, Asian women focused on networking (e.g. Budhwar et al., 2006; Ismail et al., 2005; ) while Thai women stressed the importance of networking and possessing people management skills

in lobbying and being non-confrontational (e.g. van der Boon, 2003; Virakul, 2000; Yukongdi, 2005). A non-confrontational and feminine working style might be the best fit as a management choice for Thai culture because such style is a mix of charismatic, teamwork-led and humane leadership styles (House et al., 2004).

At the organizational level, the participants reported that they chose to work in international firms which had both a good reputation, as well as those which offered the best culture fit for their personality traits (e.g. seeking challenges, being direct and self-development). Importantly, non-discriminatory human resource policies and practices, especially performance-based evaluation, were major facilitators of female executives' advancement. Supportive of previous research, women in Asia cited inclusion policies and practices as beneficial (e.g. Chow & Luk, 1996; Leung & Clegg, 2001; Ng & Pine, 2003).

Finally, the results from the study underscore the importance of supportive societal attitudes toward work-life balance issues and the influential role played by religion. Based on interview data, it is interesting that the executives in this survey reported that religion had an influence on their career success. More than 95 per cent of Thai citizens are Buddhist (Patterson & Smith, 2001). Buddhist ideology has a significant impact on personal beliefs about how to manage one's daily life (Komin, 1990). Buddhist teaching of *dharma* offers guidance on how to proactively manage and respond to the stresses created by work and life. The respondents in this study reported that they applied *dharma* to everyday life, including Buddhist meditation. Meditation is a powerful technique for emotional release. Meditation is beneficial to the body, mind and spirit (Nelson & Burke, 2000).

## Conclusion

This study has identified the factors associated with career success from the perspective of Thai female executives, as well as the obstacles they encountered on the road to senior management. The female participants in this study were able to reach the top position in their workplace and attributed their success to the influence of individual, interpersonal, organisational and societal factors. Individual factors highlighted were personality traits, family support and human capital of education and social class. Interpersonal factors included a non-confrontational management style and applying a feminine style towards networking and building relationships with internal teams. Organisational factors related to a supportive organizational culture, and working for leading and international firms with human resource policy and practices that promote gender equality. Finally, societal factors were stated in terms of social attitudes towards gender role in relation to work and family, while Buddhist teaching of *Dharma* was considered vital to women's well-being.

Women who aim to rise to the top position of organisations should be aware of and understand the visible and invisible barriers, or 'glass ceiling', in relation to their career progress. Even if women have reached executive positions, many accept they have encountered both obvious and subtle barriers from all four factors: individual, interpersonal, organisational and societal. Hence, it is important for women to take the initiative to manage their own career and formulate strategies that emphasise the key success factors identified in this study and work on overcoming the barriers, some of which relate to the women themselves while other obstacles may be more difficult to overcome and will require the involvement of decision-makers in organisations and policy makers at the governmental level.

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Or take it directly from two top executives at tech giant Microsoft who wrote recently: "As computers behave more like humans, the social sciences and humanities will become even more important." But few courses of study are quite as heavy on reading, writing, speaking and critical thinking as the liberal arts, in particular the humanities – whether that's by debating other students in a seminar, writing a thesis paper or analysing poetry. Empathy is usually the biggest skill. Salaries aren't so straightforward either. Yes, in the UK, the top earnings are pulled in by those who study medicine or dentistry, economics or maths; in the US, engineering, physical sciences or business. – And nobody, I really mean nobody, can tell them how to do what they should be doing. Start studying THAY TUAN complete sentences. Learn vocabulary, terms and more with flashcards, games and other study tools. Do you know how to drive this kind of car? (EVER) Have \_ this kind of car before? you ever driven. The top shelf was so high that the children couldn't reach it. (HIGH) The top shelf was \_ the children to reach. too high for. I'd prefer you to start work next year. (2) How have social views on the role of women in management changed in your country? (3) What organizational and social changes are necessary for women to advance to leadership positions? We also encouraged them to go beyond answering these three questions. Maznevski, and Schneider 2010). We acknowledge that our research context, Asia, is different, in many ways, from Western countries where the majority of studies on women in leadership have been conducted (Ely, Ibarra, and Kolb 2011; Groysberg and Abrahams. 2014; Marvin et al. Few of the women faces reached the top of the pyramid, they were sufficiently qualified and have long track records and have done some wonderful work. The growth opportunities for women in the media are available. She is at the peak of her professional life being the first woman executive editor of a Malayalam news channel. In India male female ratio is favorable to female. The study also brings out the wage issues and the psychological problems faced by the female media professionals with a special reference to the state of Kerala. In the article A Study on the "Problems faced by Women Journalists" noted that Kanyika Shaw (2013) – Thai female journalists had become assimilated into the journalistic workforce, in terms of salary, education, working.