

**CHALLENGES AND MOTIVATIONS OF BEING AN EFFECTIVE
FEMALE LEADER IN ORGANIZATION**

The seal of Mahidol University is a circular emblem. It features a central blue field with a golden Thai-style stupa or chedi. The stupa is flanked by two golden lions in a walking pose. The entire central design is encircled by a white ring containing Thai script. This ring is further enclosed by a larger, light blue outer ring with more Thai script. The name 'PIYANUCH TIPPAWAT' is printed in black, uppercase letters across the center of the seal.

PIYANUCH TIPPAWAT

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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FEMALE LEADER IN ORGANIZATION**

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ABSTRACT

The objective of this thematic paper is to learn about challenges that female leaders in organization have faced and learn what motivational factors they used to overcome those challenges. The Maslow's hierarchy of needs theory, women's leadership development framework and effective leadership definition will be used as the guidance throughout this research. All information is gained from in-depth interviews with eight women leaders who work in various type of organization.

The result of this research demonstrates that Challenges and motivations in each female leader are different. However, they face some similar challenging factors which are organizational context, career goal and age limitation, and skills and experiences. For motivations that female leaders use to overcome the challenges depend on their career goals. Furthermore organizational context can be a motivational factor to drive female employee to succeed in their careers. Recommendations for female employee who passion to be a leader and also organizations that interest to enhance female leadership capabilities have been provide in the conclusion part.

KEY WORDS: Female Leadership/ Women's leadership development/ Female challenge/ Female motivation/ Maslow's hierarchy of needs

37 pages

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CHAPTER I

INTRODUCTION

The number of women in management position especially in the first and second level manager has increased significantly over the last 30 years. In contrast, women who are able to reach at the top of organization remained small. Thanks to the leadership style nowadays focuses on team-oriented leadership, enhances inspiration, facilitation and empowerment instead of based on control, compulsion and disempowerment. Therefore, there are some studies show that female leadership style is suited for 21st Century (Powell, 1999; Eisler, 2005). Consequently, women in leadership roles clearly increase in greater numbers than the past. Women have more voice, got more offering opportunities in organization because the world is getting smaller, faster and flatter but women have also encountered with more challenges. Many studies mentioned about challenges of being a female leader e.g. organizational context, culture barriers, conjugation between work and life, and life and career stage but less studies mentioned about motivations that female leader used to overcome those challenges and lead to get success of being an effective leader.

1.1 Research objective

In this thematic paper, we will focus to know about challenges that female leaders in organization have faced and learn what motivational factors they used to overcome those challenges. We will concentrate on female leader who has experiences in leadership position for more than five years in different organizational background.

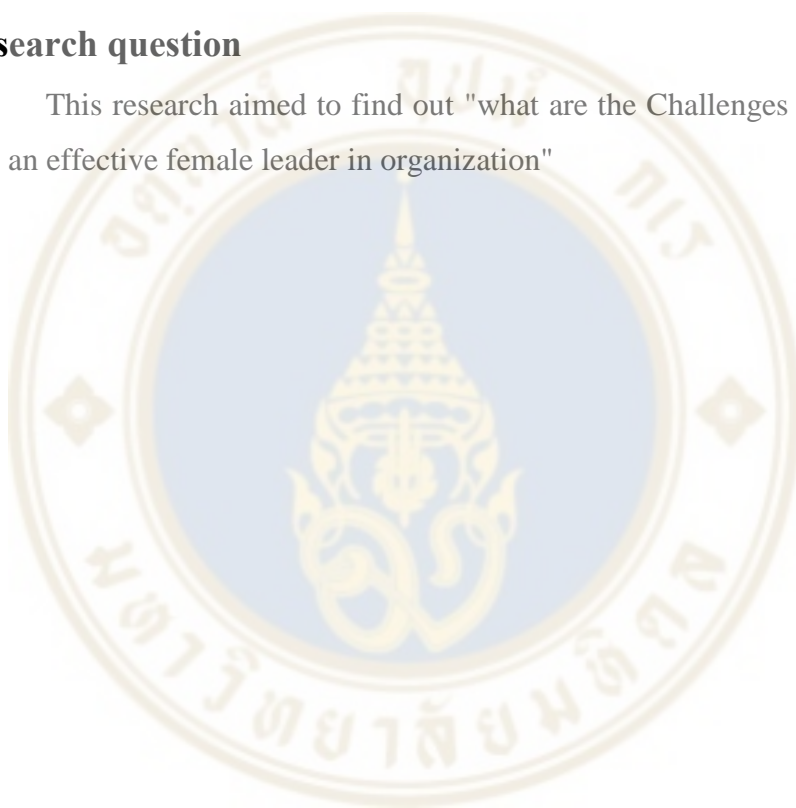
The Maslow's hierarchy of needs theory, women's leadership development framework and effective leadership definition will be used to create the interview questions. The open-ended questions will help interviewer to gain information from the specific questions. Additionally, the probing questions will be added in particular to the primary question in order to completely understand their answers.

1.2 Research scope

The scope of study covered female leaders who were in leadership position for more than five years. The leaders could be in the first management level or above. Either single or married status is allowed to be an interviewee. The organizations in this research covered private and government sector, Thai and multi-national company, SMEs and public company limited. All organizations were based in Thailand.

1.3 Research question

This research aimed to find out "what are the Challenges and Motivations of being an effective female leader in organization"



CHAPTER II

LITTERATURE REVIEW

This research paper is aimed to study about the challenges of being a successful female leadership in organization and motivations that are driving them to overcome those challenges. Therefore, the definition of effective leadership, the theoretical foundation of motivation and the previous studies will be described in details which are as follows:

2.1 Definition of keywords

2.1.1 Effective leadership

2.2 Theoretical foundation

2.2.1 Maslow's theory of motivation

2.3 Related studies

2.4 Research framework

2.1 Definition of keywords

2.1.1 Effective leadership

Leadership effectiveness in 21st Century is indicated by subordinate satisfaction, motivation, and performance. Effective leadership should consist of some characteristics which are shared vision, team commitment, an empowered team environment, effective team communication, cohesion, and conflict management. Some characteristics are consistent and have advantageous for female gender such as supportive and considerate behaviors (Bass, 1998; Eagly et al., 2003; Yoder, 2001).

2.2 Theoretical foundation

2.2.1 Maslow's theory of motivation

Maslow's theory states that human will modify behavior to achieve higher-level needs once they are fulfilled with basic-level needs first. This theory can apply as a reference in many contexts that related with motivation (Gibson, 1994; Hersey, 1996). In work context, people will satisfy personal needs in various range that shown as following:

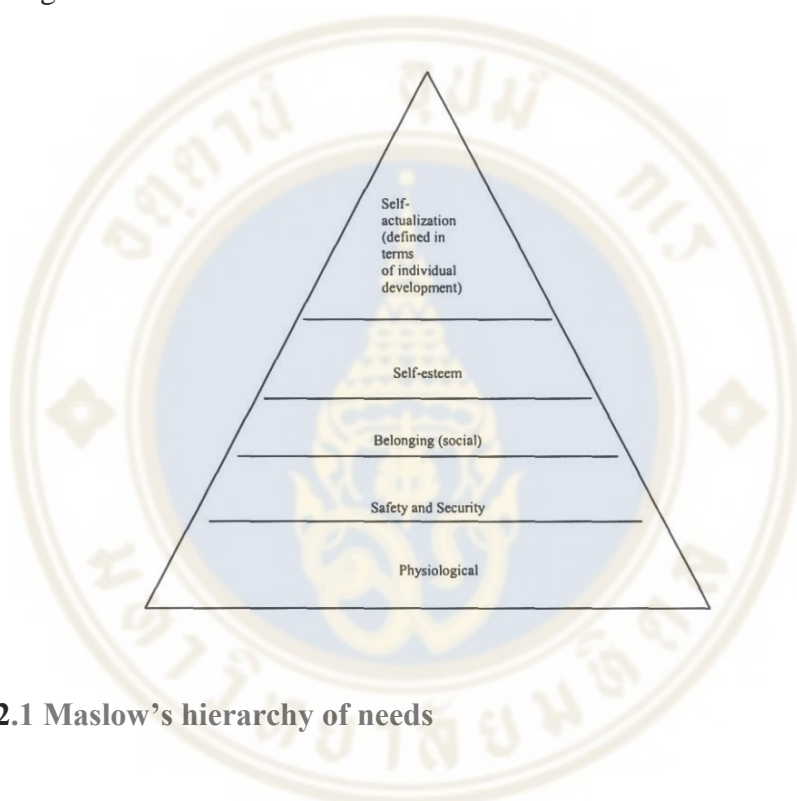


Figure 2.1 Maslow's hierarchy of needs

1. Physiological: the lowest step of needs that required to sustain life such as food, water, rest and shelter. In the organizational context, the basic need of employees are a reasonable salary that allow them to afford adequate living conditions. When employee are not fulfilled with fundamental need, they are not able to focus on their roles and responsibilities and make any contribution to the organization.

2. Safety and Security: working environment need to be secured and free from any threats or harms in order that employees can do their jobs without any concerns.

3. Belonging (social): the need to be affiliated that is being loved and

accepted by other people. In the organizations, employee needs to be a part of team so organization should organize social events in order that employee can participate and feel belonging with working society.

4. Self-esteem: the need composes of self-respect and approval of others. These needs encourage the feelings of self-confidence, power, worth, adequacy and other feelings of usefulness. Organizations can enhance the need by introducing awards to recognize distinguished individual performance.

5. Self-actualization: the need to become the person who develop themselves to achieve fullest potential. Employees who accomplish this stage are represent valuable assets to the organization

2.3 Related studies

Women in leadership positions have been increasing nowadays thanks to many factors. There are main three factors that affect women's changes which are changing of leadership's role, changing of organization's practice and cultural change (Konrad, 2000; Adler, 2001; Alice H., 2003).

Women change themselves to become more similar to men in many attributes on the job such as independence, demanding task, leadership, ability, and influence. Those attributes create value that women place on their duties at workplace. The leadership's role seems ideally suited for women and female leaders become a symbol as a new type of leadership because it implies more leadership effectiveness and enhances harmony than leadership in the past. Consequently, the number of female leaders have been rising than ever before. Many organizations change their practice. They see the benefits of involving women into management team, support women by establishing more family-friendly policies, create mentoring and networking and endorse equal opportunities. Cultural change creates positive sign of women in leader positions and differentiates organization from the past practice because it shows significant symbol of progressive change and innovation.

As a leader, female encounters both advantages and disadvantages. The advantageous for women is that there are some sharing attributes of female leadership style and current leadership paradigm that focuses on team-oriented leadership.

Instead of bringing aggressive or dominant of men, women come up with less aggressive, supportive, considerate behavior, more intuitive style and keep authoritarian masculine style. Those skills are different leadership style of men and lead to create more demand today for women in management position (Eagly et al., 2003; Yoder, 2001).

The disadvantages occur when female fight for promotion because they cannot ignore their families. They combine job and family together so they have to learn balancing between them. They need more motivation by themselves to place their careers ahead and also get supported by family because it is their direct responsibilities. To pursue their ambition, female leader need to develop skills, keep interpersonal relationship and professional competence in order to achieve the results. The disadvantages have raised in roles that are dominant by males or when other people define leadership in masculine styles. The discrimination of conventional female role and many leader roles cause many difficulties, obstacles, and challenges for female in leader position (Eagly & Karau, 2002). To be a successful leader, female generally dedicate herself to work hard, come up with practical solution, get out of obstacles and differentiate leadership styles. They should challenge norms dictating and ignore the traditional practice that women would be supportive of others.

In the previous researches found that there are three main factors that have an impact on Development of Women's Leadership which are challenging organizational contexts, conjugation between work and life, and life and career Stages. The details will be described as follow.

2.3.1 Challenging Organizational Contexts

Structural and attitudinal barriers are factors that women in leadership positions face in the organization. Many times, management team requires men and they have negative perception to women leaders that lead women cause barriers in career paths. The possible reason is that women are more scrutiny, set too high standard for achieving performance. Although women need to develop their career advancement but they get less chance to specifically develop leadership skills. The perception of themselves is also the obstacle to make women ascend the highest levels in the company. These factors are the challenges

in organizational context that women faces more than men to their leadership and authority (Ragins et al., 1998; Eagly & Carli, 2007; Schein, 2007; Ely and Rhode, 2010; Ibarra et al., 2013; Fitzsimmons et al., 2014).

2.3.2 Work- Life Integration

Women in leadership position are trying to keep balancing between their work and life responsibilities. Although they are their primary concern but It is difficult to integrate them together. They have center of work and center of family that they have to effectively integrate them together. They have to manage something that always arouses their needs which is work and relationship whereas they have to balance their family. They face this push and pull factors over their life course (Powell and Mainiero, 1992 ; Hewlett, 2007; Slaughter , 2012; Sandberg, 2013).

2.3.3 Life and Career Stages

In each step of life, women have different roles and responsibilities based on their career goals and leadership advancement. Women's step can be divided into three phases related with age which are Idealistic achievement, pragmatic endurance and re-inventive contribution. At the first stage, they concern of successful in their career and personal goals. They want to have it all therefore they demonstrate their confidence and identity to achieve the results. It is hard to achieve both of them that they want so women in second stage change focus into an easier way. They acknowledged the reality and tried to have it all. They manage their personal life and professional in career based on their time. In addition, career and life choices are often tom Self-esteem has shown to search for meaning of their lives. The final step which is re-inventive contribution phase, primary concern of women covers their organization, families and communities. They would like to make meaningful contribution for all and concern about respect, integration and authenticity (O'Neil and Bilimoria , 2005).

Men usually get promoted into senior management roles in their 40s whereas women are dealing with their personal life which are families, parenting responsibilities and peri-menopause period (Briz endine, 2008). Therefore, 50s might be an optimal time for women to develop their career path because other

parts in their lives are fulfilled. There is work-family conflict that both men and women will face across their life stages. The difference between them is that women were interfered between work and life that have an impact on their career stage along the working journey. In early career stages, know ledge, skills and abilities development are the key focuses for women. After that, managing competitive pressures in mid-career years are the key focuses. The pressures are from their personal context including families, organizations and societies that women leader try to keep balancing. Lastly, seeking chances to contribute value to organization and continuing to develop, improving, and being productive are the main focuses for women in later career stages. The above reasons show that biology affects women career journey (Brizendine, 2008; Allen and Finkelstein, 2014)

2.4 Research framework

According to the literature review, this research provide the Women's Leadership Development framework as a guidance to explore the findings. The research framework has shown in the figure below.

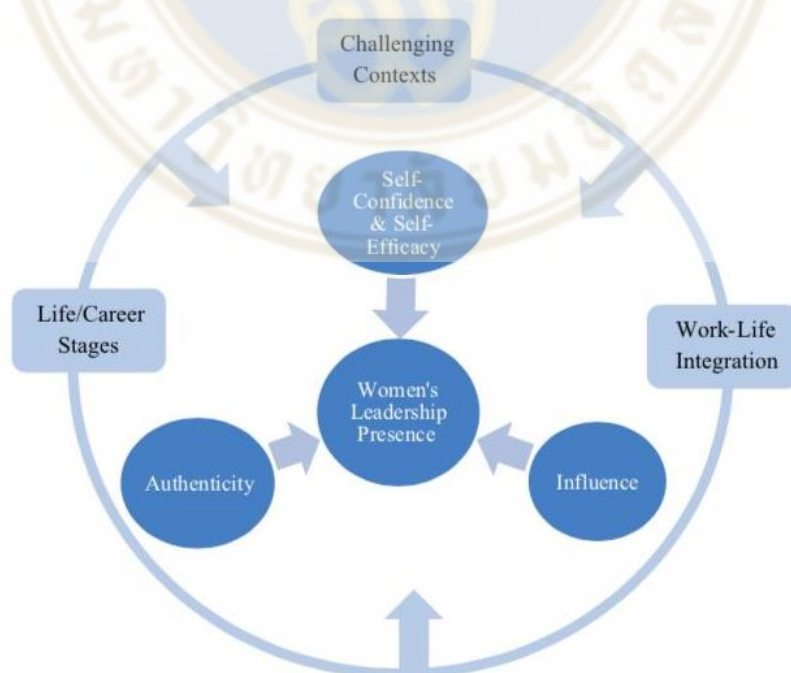


Figure 2.2 Framework for women's leadership development

CHAPTER III

RESEARCH METHODOLOGY

The research methodology composes of two parts which are data collection and data analysis in order to identify the challenges and motivations of being an effective female leader in organization. The qualitative research has been chosen as a tool to describe and interpret the thoughts and feelings of our research participants which can help us to understand in-depth about their challenges, motivations and also their perspective of being an effective female leader.

3.1 Data collection

Therefore, the source of data in this research comes from interviewees as they provide valuable insights (Yin, 2003). The in-depth interview technique will be conducted to eight female leaders who are in the management position in various type of organization (see all interviewee's background in session 3.1). An approximately time for each interview takes thirty to forty-five minutes face-to-face or telephone interviews. The interviews were recorded and notes made according to the open-ended standard questions (see the full questions in session 3.2). Interviews were conducted in Thai language. All questions were created based on Motivation theories: Maslow's hierarchy of needs and framework of women's leadership development that consisted of the challenging factors that has an impact on Development of Women's Leadership. These sets of questions will help us to have the better understanding on the challenges and motivations of being an effective female leader in organization.

3.2 Data analysis

The recorded and notes made were transcribed and used the coding technique as the analysis tool to summary the data gaining and findings from

interviewee because it illustrated and highlighted the diverse opinions among leaders . Since all data that gain from interviewee are non-numeric information so we create codes to organize and arrange similarly coded data because they share some ideas and used intuitive senses to group similar data together. In addition, it is allowed to modify or adapt some contents even renaming designated coding methods for clarity or flexibility reasons (Lincoln & Guba, 1985).

All interview transcripts and field notes are translated into English and group similar content align with research framework and literature review. Then we created the Pre-coding by holding significant participant quotes to enable later retrieval and to become the evidence to support all findings (Booth et al., 2003; Erickson, 1986; Lofland et al., 2006), and use as the examples throughout this thematic paper. We designed three columns to fill all information. The first column is the widest and contains the raw data that composed of interview transcripts and field notes. The second column is smaller space and contains created preliminary code to link between raw data and final codes. The third column is the smallest space and contains created the final codes. The full details of coding is provided in appendix.

3.3 Interview questions

According to the in-depth interview technique, the open-ended questions have been created to obtain the information from participants and allow them to freely respond to the questions and answer in their opinions.

The questions were created based on the motivational theories: Maslow's hierarchy of needs and women's leadership development framework. Therefore, the set of interviewed questions are provided in appendices part.

Additionally, the probing questions will also be used in order to gain the answers in particular to the primary question in order to completely analyze our research question "What are the Challenges and Motivations of being an effective female leadership in organization"

3.4 Selected participants

Female leaders who were in leadership position for more than five years were selected. They could be in first management level or above. Either single or married status was allowed. The organization covered private and government sector, Thai and multi-national company, SMEs and public company limited. All organizations were based in Thailand. The interview lists are as following table.

Table 3.1 Background of Female leaders

No.	Position	Head of organization	Experiences (year)	Type of organization	No. of Subordinate	M:F (%)	Status	Age
1	Medical director	Male	10	Private	22	20:80	Married	48
2	Finance & service manager	Male	23	Private	44	10:90	Married	60
3	Accounting & Finance manager	Male	12	Private	9	10:90	Single	40
4	Head of Procurement department	Male	37	Government	12	10:90	Single	57
5	Assistant director	Male	6	Government	21	30:70	Married	62
6	Section manager	Male	13	Private	6	20:80	Married	33
7	CEO	Female	6	Private	20	50:50	Married	30
8	Sales operational manager	Male	6.5	Private	3	100:0	Married	38

CHAPTER IV

RESEARCH FINDINGS

In this chapter, we are providing the results of data collection from in-depth interview technique by interviewing 8 female leaders who are working in the management position from various types of organization based in Thailand. Challenges and motivations in each female leader are different. However, there are some challenges that they have similarly faced for being a female leader. Those are organizational context, career goal and age limitation and skills and experiences. For motivations that female leaders use to overcome the challenges depend on their career goal and organizational context can be a motivational factor to drive female employee to succeed in their career goal.

4.1 Challenges

4.1.1 Organizational context

In this research found that the organizational context was a key challenge for some female leaders especially in male-dominant organization. Type of industry e.g. engineering and attitudinal of management team including female itself, played important roles to restrict female in top management position. Female leader who stayed with this company type, they accepted and satisfied to reach at the middle management level because they perceived that industry type and work characteristics were designed for men. They acknowledged that other leadership skills could be trained but few masculine characters that company required such as venturous, decisive and assertive were found only in male employee. Therefore, they tried to minimize this challenge factor by not joining the company or industry where dominant by male since they started their career because they knew that they had less chance to get into the top level. If they decided to join, they thought about

leaving the organization to get promotion outside. On the other hand, in general organizations where the proportion of male and female employee were balanced, they had more chances to reach at the top of organization. By the way, they might face another challenge factor such as high proportion of male subordinates. Female leaders needed to "overcome masculine style" of male subordinates such as egotism, strength and assertiveness with charisma and supportive as the starting point to drive team performance. It was challenged because leader tried to "put more effort" to be an effective leader. In addition, limited position in government or in small organization could be the challenges but it did not show significant impact on female leader in particular but also challenges for male as well.

Attitudinal of management team including female itself was another challenge factor especially in company where "never had experience with a female leader" in the top level, "within 20 years onward, CEO should be male". It was a challenge because there was no evidence that female leader had competencies to drive the company success. Although, in this research showed that in both private and government companies had "no sex barrier" to reach at the top level of organization and "Company never closed an opportunity for female who qualified to reach at the top of organization" but no female leader in this research aimed to be at the top position. Moreover, their attitudes "I have not seen outstanding female who fit with top level position" or "Female was suitable for some department but less power to be CEO" or "If I were there, it would be lonely" were a challenge to restrict them to develop their career advancement into the top position.

4.1.2 Career goal and age limitation

All interviewee agreed that there was "age limitation" of being an effective female leaders. They had a model of "effective leadership" in their mind such as intensive of skills and know ledge, emotional stability, people development and team focus so they had tried to develop themselves to reach fullest potential. They wanted to reach their career goal at 40 years old and should not late than 50 because they believed that they would have strong energy and passion to work during this period. In the first 2 to 3 years of working in the organization, challenges for employee were focused on how to learn technical skills, adopt themselves to fit with organizational

culture and were a part of team members as fast as they could in order to secure in that position. Once they achieved, they aimed to get promotion within their timeline setting. All interviewee set their age to achieve the first step under 30 years old and aimed to get final career goal between 40 to 50 years old. Therefore, they started to face another challenge of being the first manager quite early because of younger age than teammates. It was interesting that no interviewee aimed to get the highest position in the organization although it opened an opportunity and she believed that she qualified to do so. In order to prove performance, they had to "put more effort" especially dedicate themselves to work overtime, "It was not a big deal if I had no kid" or "I felt guilty to my mom when I went back home after midnight". Consequently, they faced challenges both work and family. Some females who did not want to get challenge of work-life balance would stop reaching into the higher level. "Family priority" was a reason for that. Even some interviewee had strong passion to develop herself for higher position and already got an offer. This finding also occurred in female leader who never faced the ambiguous situation, they consistency said that "if I had to choose, I did not hesitate to choose my family". They decided to delay their career goal and focused on family as the first priority without thinking that family was a pull factor to not achieve their career goal. Whereas some of them would go beyond this step. They encountered with skills and experiences challenges of being and effective leader and got pressured from management team. If they could not reach the career goal within age setting, they would stay in the current position until retirement or leaving the company to search for an opportunities outside.

4.1.3 Skills and Experiences

"Skills and experiences" were the main challenge for the first management level. They were keen on technical skills but lack of management skills. It was a huge challenge when dealing with older or high-experience teammates. "I had to bare higher expectation from the organization" for being an effective leader and drove company's performance. "It was pressured to be a middle man who balanced the needs from both sides", this challenge occurred in the second management level or above. Many female leaders who worked in a large organization, they got more chance to gain more skills and experiences from

lateral movement. Therefore, when they got promotion, they faced less challenge in technical skills and could build relationship with other department. In contrast with a small company, main challenges were "organizational structure" which had limit position and "skills and experiences" they acquired were not enough to seek a chance outside company. Consequently, some females get stuck in this position for quite long before getting promotion. However, skills and experiences were not specific challenge factor to female leader but affected to all employee who aimed to be a leader.

4.2 Motivations

4.2.1 Career goal

Motivation of female leaders depended on their career goal settings. Regarding to interview, career goal could be divided into three levels which were "survival in organization" and "fundamental fulfilment", "individual career development" and "develop and contribute to others". In the first 2 to 3 years of working in the organization, motivations were "survival in organization" and "fundamental fulfilment" which covered based salary, tangible company's benefits, security and belonging to working society to overcome challenges. "Money was the impactful motivation for me" and "I had never thought about getting higher position" so well-known company was preferred because it could response all basic needs. Once they could survive, they had been motivated into another step which was "individual career development". They were looking for an opportunity to grow their career either inside or outside the company. Although they could not grow in a higher level but lateral move was also preferable to increase their capabilities and gain more experiences. Motivational factors were getting promotion into the first manager level, higher income and being recognized in organization. In a big organization, it was possible to get a chance for lateral movement. In contrast with a small company, main challenge was "organizational structure" which had limit position and "skills and experiences" they acquired were not enough to seek a chance outside company . Consequently,

some females get stuck in this position for quite long before getting promotion. In a meanwhile, they focused on individual development in their roles and responsibilities in order to be secured in this position till retirement. Whereas some of them would go beyond this step. They were passionate to "develop and contribute to others" including team development, organization, society and family although they knew that they had to encounter with huge challenges. They overcame challenges with their self-esteem and self-actualization. They accomplished to "develop and contribute to others" when they felt proud to build potential teamwork, saw growing in career path of team members or were happy to see their better quality of life.

Moreover, the organization context was one of the motivational factors for female to develop themselves into a leader position. Therefore, the organizational contexts needed to fulfill their physiological, safety and security and also belonging with working society such as good salary, well-known organization, easy travelling, competitive benefit, flexible working hour, no sex harassment, good teammates and friendly environment. In addition, the well-structured of career path development could drive the motivation of employee from "survival in organization" and "fundamental fulfilment" to "develop and contribute to others". They were willing to contribute to organization, teammates, family and society although they had enough saving money for whole life.

CHAPTER V

CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This thematic paper acquired interesting findings of challenges and motivations of being an effective female leadership by using the qualitative technique to interview eight female leaders who had different backgrounds. This research found that organizational contexts and career goal played the important roles for both challenges and motivations.

The organizational context in general organization had less impact on challenge but could drive motivation of employee to develop themselves into self-actualization stage. Whereas, in male-dominant organization or some industries that favored men, it was a huge challenge for female leader to reach at top level management due to structural and attitudinal barriers. They had been motivated to achieve basic needs which were survival, safety and belonging to society.

Career goal was a motivational factor that drove female leader develop themselves to achieve it. Although they had to encounter with many challenges especially skills and experiences and family priority but they overcame with their own motivations which aimed to develop and contribute to others. However, once females have to choose between work and life, this research found that all female leaders choose their family as the first priority instead of career goal without thinking that family was a challenge.

5.2 Limitations

A limitation of this research is that it was conducted on a small number of female leaders. Hence, the perception may not reflect all challenge factors and motivations that have an impact on being an effective female leadership. A second limitation is that it was included a few female leaders in male-dominant

organization and they were not in the top management level. Therefore, the information that gained might not represent the real experiences.

5.3 Recommendations

For females who have high ambition to develop themselves into the highest position in the organization, they should started their career in the organization where could response their basic needs and big enough to allow them for learning various skills and gaining experiences . In addition to that, the proportion of male and female and type of industry should be the criteria to consider. These factors would help minimize the challenges and had more time to develop skills and experiences to achieve career goal. Moreover, female leaders were able to design their own leadership style that fit with the organizational context and strengthen women networking in order to not ignore women to be one of management team.

For organizational perspective, they should provide positive working environment which are no sex barrier to reach the top position, no harassment in workplace, and enhance employee development. Management team should accept differentiation between male and female. Establishing policy to support flexible work conditions for women and must involve at least one female into management team.

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Appendix A: Interview Questions

No.	Questions
1	In your opinion, how is the difference between male and female leadership?
2	What is the definition of effective leadership in your opinion?
3	Who is your role model of women leadership? Please describe the characteristic and leadership competencies of that person
4	What is your short and long term goals in the organization? Why do you want to get there?
5	Have you thought about changing the goal during your work-life? What are the reasons?
6	What is the motivation that drive you to get this position?
7	What are the challenges to be in this position? How did you overcome them?
8	Have you had an experience to choose between the career path and life choice? What was your decision and why?
9	Do you think that this position can fulfil your career goal? Please describe
10	Do you think that life-stage has an impact on challenges and motivation in your career goal? Please give an example
11	What is the most suitable life-stage of being a successful women leadership?
12	Do you think that sex has an impact on being a successful leadership?
13	In your organization, does it have any additional policy or benefit to support female leadership?
14	Is it possible that female will be the CEO in your organization?
15	Imagine that you have enough assets to live happily forever, would you like to work? Please provide the reason
16	Do you think that your family is the supportive or challenge factor in your career goal? Please describe

Appendix B: Coding details

Raw data	Preliminary code	Final code
-There is less recognition of women than men in Thai culture especially in the top level	Culture barrier	Organizational context
<p>-My organization does not put pressure on me too much about working. For example, they allow me to not travel upcountry too much. They do not force me to responsible for the job that I am not keen on it.</p> <p>-Now, I feel that I am very satisfied both my work and life.</p>	Company flexibility	Organizational context
<p>-I don't want to reach at the top of organization because I don't like others put pressure on me, being alone and fight for everyone to get the result.</p> <p>-This organization never had female leaders at the top level. Although the company does not close opportunities but it is hard to get there.</p> <p>-I have not seen outstanding female who fit with top level position so within 20 years onward, CEO should be male</p> <p>-Female was suitable for some department e.g HR department or marketing manager but less power to be CEO</p>	Attitudinal barrier	Organizational context

Raw data	Preliminary code	Final code
<p>- In some organization that dominant by male or some specialty e.g. engineer are a big challenge for female leader so I try to keep it away since start my work journey</p> <p>- Sex is no effect to be an effective leader in general but in specific jobs e.g. engineer, police, soldier are fit with man power than women.</p> <p>- My organization prefers men in the top level position because they required engineering skill together with management capabilities.</p>	Industry and specialty limitation	Organizational context
<p>-In public sector, there is a few in manager position so I have to work hard and prove myself that I have abilities to be a leader. It took quite long.</p>	Structural barrier	Organizational context
<p>-Female has to prioritize her family first especially in the first manager level</p> <p>-Family seems to be challenge sometimes. I just think that if I have not to take responsible for my kids, I will accept for internationally career path and have another successful part in my work journey but I am happy to stay in Thailand and take care of my kids.</p> <p>-If I have no my own family, I may eager to reach the higher position. But I have two kids very early since I was 25 so I focus on my family instead of develop my capabilities for higher position.</p>	Concern about family issues	Family priority

Raw data	Preliminary code	Final code
<p>-I can accept if my company need to delayed growth but I will not allow myself to delay giving a baby.</p> <p>-I prefer to be a business owner because I can manage work and life better than being an employee</p> <p>-I had to go back home about midnight when I worked with the old company that made my mom annoyed so I decided to resign.</p> <p>-I have not get married so my mom is the first priory. Even though, I get an offer to work internationally but I won't accept.</p> <p>-When I have not got married, I dedicated my time for work both evening and also weekends. I never faced any troubles about that. However, when I think for the upcoming family, I will change the schedule and give priority to my kid.</p>	<p>Concern about family issues</p>	<p>Family priority</p>
<p>-Female need to put more effort to be a good leader when compare to men because female has light voice, less power and smaller body size.</p> <p>-I dedicate myself to work overtime on weekdays and weekends in the first 2-3 years of manager position to catch up work rapidly.</p>	<p>Being a good female leader is hard</p>	<p>Put more effort</p>

Raw data	Preliminary code	Final code
<p>-Cannot use power to control subordinates but need to use generousness, kindness and make them feel considerate</p> <p>-It is hard to overcome masculine style of male subordinates</p>	Being someone else to deal with male subordinates	Personal character limitation
<p>- Once I got the new position, I have to adapt my personalities a lot to align with new team members and prove to them that I have the real person for this position. I learned not to please everyone.</p>	Personal adaptation	Personal character limitation
<p>- I move my career journey quite fast because organization gives me a chance so it is a huge challenge to prove myself in the position that I never had experience about managing people.</p> <p>- I have to come up with new strategic plan to serve the company growth every year. Therefore, my job roles and responsibilities are challenges.</p> <p>- Need to make fast and correct decision to prove their abilities for being leader.</p> <p>- When I started my position here, age seems to be a challenge because I was younger than others in the same level so no one believes in my abilities.</p> <p>- I bare the expectation from high level of management team for this position whereas my management skill has just started.</p>	Lack of confident on their own competency	Skills and experiences

Raw data	Preliminary code	Final code
<p>- I have to adapt myself for the new environment, new tasks that I have never done before and prove myself through performance</p> <p>- As my experiences, I have only technical skills but don't know how to manage people that cause delay in decision making.</p>	Lack of confident on their own competency	Skills and experiences
<p>-It does not related to the stage that female can be success in their career. It depends on the goal that they set and also the abilities to learn and develop themselves. By the way, the final goal should not late than 50 years old.</p> <p>-When I was in age between 35-50, I have a lot of enthusiasm and passion to develop myself at work.</p> <p>-I wish my business can run itself when I am 40 and I will pay attention to other parts of my life e.g. family, travelling and I think that before getting 40 years old, I still have passion, power and enthusiastic to make it better.</p> <p>-If I cannot get the position I wish, I will leave to search for opportunities outside the organization because I try to reach at vice president position before turning to 45.</p> <p>-Each stage of life has different priority. Therefore it is possible that someone will be success in very early or very late in the organization.</p>	Age affects leader's behavior and leader's perception	Career goal and age limitation

Raw data	Preliminary code	Final code
<p>-45-60 year old is the proper age for women to be a leader because you have been proven about your skills and experiences through your career journey.</p> <p>-35-40 is the proper age to get successful in career path.</p>	Age affects leader's behavior and leader's perception	Career goal and age limitation
<p>-In the first 2 or 3 years, I aim to learn technical skills because it is really important for my job characteristic then try to understand about organizational management.</p> <p>-My goal is to align with the director in each era and I have not set the long term goal because it is hard to predict the future and control the external factors.</p> <p>-I aim to do my best for my roles and responsibilities and I never think about the position because I would like to be happy in work by getting collaboration from team members.</p> <p>-Trying to do my best in roles and responsibilities but has not focus on the position.</p>	Focus on roles and responsibilities	Survival in organization
<p>-I believe that good relationships within the team are the most important for work because the position can change but relationship will make a good memory and impress in my working life.</p>	Being a part of working society	Survival in organization

Raw data	Preliminary code	Final code
-I aim to do my best for my role and responsibilities and I never think about the position because I would like to be happy in work by getting collaboration from team members.	Being a part of working society	Survival in organization
<p>-Join the big and sustainable company to get good benefit e.g. salary, welfare.</p> <p>-Well-known organization, easy travelling, competitive benefit, flexible working hour make me feel comfortable.</p> <p>-I am not thinking about leaving organization thanks to my good teammates and friendly environment.</p> <p>-Money is the impactful motivation for me, if I have enough money I won't work for the company anymore</p> <p>-Well-structured of career path development aroused me to join this company</p> <p>-No sexual harassment in organization</p>	Fundamental fulfillment	Survival in organization
<p>-I am interested in management career path than technical so I develop my capabilities step by step in order to be ready for the manager position.</p> <p>-If I accomplish in this position, I may search for the new challenges.</p>	Interested in career step forward	Individual career development

Raw data	Preliminary code	Final code
<p>-I develop my capabilities in order to be a vice president (department head) in this organization and now I am in the mid-way of my career journey.</p> <p>-One of my colleague who joined the company in the same period of me is my motivation because she got promotion since she was young so I improve my capabilities in order to get promotion in the organization.</p> <p>-In addition to salary, I want to prove myself for offered chance from the company</p> <p>-Now my work-life is better balance than the previous position and I believe that it will be the best if I reach in the higher level</p> <p>-Sex has no effect to be an effective leader in general organization but in specific jobs e.g. engineer, police, soldier are fit with man power than women.</p>	Interested in career step forward	Individual career development
<p>-I want to prove to my old family that daughter has ability to get success equal to son and prove to the society that women are equal to men.</p> <p>-I always want to learn something news and get more experiences during working.</p> <p>-I try to develop my capabilities in order to grow my business and make it more sustainable e.g. taking business course, applying for master degree, attending international fair.</p>	Self-Driven	Individual career development

Raw data	Preliminary code	Final code
<p>-I passion to be a successful business owner since I was young but I decided to be an employee when I graduated just for learning about the system and know more about business world.</p> <p>-I have never change my goal during working although there is some obstacles. I will try to search for the solution to achieve it.</p>	Self-Driven	Individual career development
<p>-Although the organization has no extra benefit for female but company never closed an opportunity for female who qualified to reach at the top of organization.</p> <p>-My organization gives a chance for everyone equally to show their abilities in top position and many female leaders have proven that they can be the effective leaders in this organization</p>	No sex barrier	Individual career development
<p>-At present, I am satisfied with this position but I still need to improve my work and also my team every single day.</p> <p>-I feel proud when I see my teammates have better quality of life so I cannot let the business fail.</p> <p>-I focus on roles and responsibilities and try to take care of subordinates as good as I can e.g. coaching, teaching, being a role model and giving suggestion.</p>	Focus on team development	Develop others

Raw data	Preliminary code	Final code
<p>-Try to develop system in order to make work process being more transparency.</p> <p>When someone has left, it will not cause workload to others who remain.</p> <p>-Build and empower team to have autonomy in work.</p> <p>-My teammates believe in me so I cannot make them feel disappointed.</p>	Focus on team development	Develop others
<p>-My kids are my motivation to work every single day.</p> <p>-My family is the main motivation to drive me work everyday</p> <p>-I wish to be a role model for the upcoming babies and make them proud of having a mom like me.</p> <p>-Family is not a challenge but it is my motivation especially learning in healthcare knowledge and gain it as much as I can to take care my family</p>	Family-Driven	Contribute to others
<p>-I hope my job make significant impact to company's performance without focusing on the position.</p> <p>-I wish I have enough money to take care my family and my abilities are useful for others including my company.</p> <p>-Even I have enough money for the whole life, I overwhelm to use my skills and knowledge to contribute to the organization but should be balanced with other parts of my life as well.</p>	Value to organization	Contribute to others

Raw data	Preliminary code	Final code
<p>-Actually I am retirement but I decided to extend its period because company see that my technical skills, experiences and knowledge can provide significant contribution to company and I do believe in my abilities.</p> <p>-I am still working because I want to be a part of society and believe that my knowledge and experiences are able to contribute to society and organization.</p>	Value to organization	Contribute to others
<p>-I have learnt a lot from my current job. It would be great if I can share my knowledge to help anyone who need it and I always love to do that.</p> <p>-As I am a doctor so I aim to return something to society when I left my current job such as help teaching medical students, join voluntary medical unit and provide diagnostic for free.</p>	Value to society	Contribute to others
<p>-Male has more emotional stability than female. By the way, it may depend on each person.</p> <p>-Be concentrated, Make sharply and fast decision.</p> <p>-Male characters make them to be more reliable and suitable for leader position.</p> <p>-Less demanding but I don't know that my work is good enough or not.</p> <p>-Male has confident that he can be a leader better than female.</p>	Male's characters suit to be a leader	Effective male leader

Raw data	Preliminary code	Final code
<ul style="list-style-type: none"> -Be strong, brave to make a decision, venturous. -Be prudent, prestigious than women. -Less focus in details. -Decisive, assertive 	Male's characters suit to be a leader	Effective male leader
<ul style="list-style-type: none"> -Too much details so I have to edit my work very often but I have learned in different point of view. -Detail-oriented -Female has some skills better than male e.g. collaborate with cross functional, listening team's opinion, be generous and be cautious before making a decision -Compromise, Be patient and gentle -Team focus 	Female's characters suit to be a leader	Effective female leader
<ul style="list-style-type: none"> -Familiar to be follower -Require a lot of information before making a decision that caused delay customer response. -Women have more variety of characters. Some are prestigious, some are fussy 	Female's characters not suit being a leader	Ineffective female leader
<ul style="list-style-type: none"> -High responsibility, integrity, judge, role model, proficiency, charisma, high responsibility, good moral -Be prestigious 	Proper individual's character	Effective leader

Raw data	Preliminary code	Final code
<ul style="list-style-type: none"> -Should have technical skill in that area. -Know all details of work. -Have skills and knowledge of the job. -Has work experiences. -They should understand in work process and detail clearly. 	Intensive in working skills and knowledge	Effective leader
<ul style="list-style-type: none"> -Drive result as a team not for individual contribution and have to develop people to be more potential. -Drive team to achieve company performance. -Listen and respect for team's opinion. -Dedicate themselves to team and build trust. 	Team focus	Effective leader
<ul style="list-style-type: none"> -Drive result as a team not for individual contribution and have to develop people to be more potential. -Should have strong in people management skill. -Know each subordinate very well and accept in the differentiation. -Use psychological to manage people. -Has ability to coach and give suggestion. -Strong in people management skill, have good relationship and build good relationship within the team. -Leader should brave to give both positive and negative feedback to subordinates and strict with the policy and control team without aggressive style. -Focus of people development. 	Strong in people management skill	Effective leader

Raw data	Preliminary code	Final code
-Responsible for what result of subordinate does and try to help searching for solutions.	Strong in people management skill	Effective leader
-Does not use aggressive way to control team but need to understand them to drive company performance. -Have rationale to make a decision instead of emotional involvement -Strong rationale to command team with clearly communication. -Have balancing in IQ and EQ -Transparency in performance's assessment	No emotional involvement	Effective leader
-Sharp decision -Be cautious before making a decision -Responsible for all decisions even it is wrong -Weight between pros and cons before making a decision -Clear in making a decision	Effective in decision skills	Effective leader
-Think out of the box -They should be initiative -Foresight -Foreseen big picture -Strategic vision -Focus on the result in big picture	Strategic and innovative thinking	Effective leader