

**WOMEN IN MANAGEMENT: CHALLENGES AND
MANAGEMENT EXPERIENCES OF FEMALE LEADERS IN THE
CONSTRUCTION INDUSTRY IN THAILAND**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2021**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**WOMEN IN MANAGEMENT: CHALLENGES AND
MANAGEMENT EXPERIENCES OF FEMALE LEADERS IN THE
CONSTRUCTION INDUSTRY IN THAILAND**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
September 11, 2021



.....
Miss Varisara Sriarunluck
Candidate

.....
Assoc.Prof. Astrid Kainzbauer,
Ph.D.
Advisor

.....
Assoc.Prof. Randall Shannon,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Assist.Prof. Pornkasem Kantamara,
Ed.D.
Committee member

ACKNOWLEDGEMENTS

Firstly, I would like to express my thank you to my supportive supervisor, Assoc. Prof. Dr Astrid Kainzbauer, who always support me throughout this thematic paper. I am extremely grateful for her support and suggestion even though we have a difficult time during the Covid-19 pandemic because we cannot communicate face-to-face. From the bottom of my heart, I appreciate your guidance and advice throughout this research project. It truly has been a very good moment to work with her. Without her assistance and wise guidance, this thematic paper would have not been completed.

Secondly, I also like to express my gratitude and appreciation for Miss Varisa Kamthornthip and Miss Apinun Naenna who familiar with the construction industry and spent time discovering interviewers for me to interview for this project. Additionally, without whom I would have no significant information for my thematic paper.

Lastly, my biggest thanks to my family and my friends for their patience and encouragement. They make me more confident to get this thematic paper done.

Varisara Sriarunluck

WOMEN IN MANAGEMENT: CHALLENGES AND MANAGEMENT EXPERIENCES OF FEMALE LEADERS IN THE CONSTRUCTION INDUSTRY IN THAILAND

VARISARA SRIARUNLUCK 6249077

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC.PROF. ASTRID KAINZBAUER, Ph.D., ASSOC.PROF. RANDALL SHANNON, Ph.D., ASSIST.PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

In this thematic paper, examining female leaders' experiences in the construction industry in Thailand is clarified in terms of barriers they have faced, the management style they have used, and their followers' perception towards their leaders. Conducting 12 interviewees with six women leaders and six followers who are currently working in the construction industry in Thailand is done by qualitative research. In conclusion, there are challenges and barriers for women leaders in this field and distinguish specific characteristics of women leaders' management in the construction sector. Therefore, the recommendation to female leaders working in the construction industry to better prepare, manage, and improve is summarized. In addition, this study gives recommendations to women who plan to be a leader to adapt to how women leaders succeed the challenges and barriers and management style in the construction industry.

KEY WORDS: Women in Management/ Women Leaders/ Construction Industry/
Male-dominated Jobs/ Challenges and Barriers

35 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	4
2.1 Challenges and Barriers of Women Leaders	4
2.1.1 Expectation of society and beliefs in the women's leadership abilities	4
2.1.2 Gender stereotypes barriers	4
2.1.3 More stress compared to women workers in another industry	5
2.1.4 Different behaviour of female and male	5
2.2 Glass Ceiling	5
2.3 Transformational Leadership	6
2.3.1 Idealized influence in attributes	7
2.3.2 Idealized influence in behaviour	7
2.3.3 Inspirational motivation	7
2.3.4 Intellectual stimulation	8
2.3.5 Individualized consideration	8
2.4 Shared Leadership	9
2.4.1 Accountability	9
2.4.2 Equity	9
2.4.3 Partnership	10
2.4.4 Ownership	10
2.5 Conclusion	11

CONTENTS (cont.)

CHAPTER III METHODOLOGY	12
3.1 Primary Data Collection Method	12
3.2. Interview Method	12
3.3 Sample Selection	12
3.4 Open-Ended Questions	13
3.5 Develop Probing Techniques	16
3.6 Conduct the Interview	16
3.7 Research Framework	17
CHAPTER IV DATA ANALYSIS	18
4.1 Challenges and Barriers of Women Leader	18
4.1.1 Gender stereotypes	18
4.1.2 Physical body and women's strength	19
4.1.3 Expectations and beliefs of Thai society	19
4.1.4 Family commitments	20
4.1.5 Masculine Culture and environment	21
4.1.6 More stressful than other industries	21
4.2 The management style of women leaders	22
4.2.1 Providing a clear picture of vision and direction	23
4.2.2 Build trust by leading by example	23
4.2.3 Know the characteristics of followers	24
4.2.4 Communicate effectively	25
4.2.5 Encourage followers to involve in the decision-making process	25
4.2.6 Motivate the followers	26
4.2.7 Collaboration	26
4.2.8 Coaching followers	27

CONTENTS (cont.)

4.3 Perception of followers towards women leaders	27
4.3.1 Helping each other improves team effectiveness	27
4.3.2 Personal attention creates job and team satisfaction	28
4.3.3 Being a role model	28
4.3.4 Effective communication process increases team performance	29
4.3.5 Aspects that need to be improved by women leaders	30
CHAPTER V CONCLUSION AND RECOMMENDATION	31
5.1 Conclusion	31
5.2 Recommendations	32
5.2.1 Recommendation for dealing with the challenges and barriers	33
5.2.1.1 Promote self-development and capabilities	33
5.2.1.2 Improve the working environment	33
5.2.1.3 Improve family commitment and work-life balance	34
5.2.2 Recommendation for women's management style	34
5.2.2.1 Being supportive, give motivation and inspiration towards followers	34
5.2.2.2 Improve decision-making skills	35
5.2.2.3 Shared leadership	35

CONTENTS (cont.)

REFERENCES	36
BIOGRAPHY	38



LIST OF TABLES

Table		Page
3.1	Interview List	13
3.2	Open-ended Question List	14



LIST OF FIGURES

Figure	Page
2.1 Output of Transformational Leadership	8
2.2 Output of Shared Leadership	10
3.1 Research framework of challenges and barriers, perception of followers and management style of women leader in the construction industry	17
5.1 Summarized of research framework of challenges and barriers, perception of followers and management style of women leader in the construction industry	31



CHAPTER I

INTRODUCTION

In the 21st century, women leaders have become accepted worldwide, but it is not in the majority because of the gender barriers, societal barriers and human mindsets (Andrews, n.d.). In addition, media tools illustrate the images of leaders as male in recent times, so people perceive a leadership position as a masculine characteristic. In other words, it can describe that gender stereotypes deeply impact beliefs, human mindsets, and perception about leadership is a male and followership would be a female for a decade (Braun, Stegmann, Hernandez Bark, Junker & Rolf Van, 2017). Like the Thai tradition, Thai people have a mindset of men as the front legs of an elephant that leads the family and plays a dominant role. At the same time, considering women are the hind legs who always support men as a passive role (Buasuwan & Niyamajan, 2019). However, Thailand is a country that focuses on gender equality and improves the gender balance in the workplace based on the survey of 69% of respondents of the Grant Thornton Survey Thailand. According to the Grant Thornton Thailand, the organization won “The best programmer for leadership development awards”. It mentions that the female gender holds 32% of senior leadership positions in Thailand, above the global average of 27%. However, the overall status of Thailand improvement on the gender balance stills in the middle-low because Thailand’s rank is 75th out of 153 countries (Grant Thornton Organization, 2020). Women are willing to apply for the high leadership position as a CEO, CFO and managers. However, feminine representation remains low, especially in male-dominated fields such as engineering, construction, finance and vice versa. The male-dominated occupations represent masculine stereotypes that make it more difficult for women to apply because most people overlook women’s capabilities and skills in male-dominated jobs.

In this thematic paper, the author highlights the construction industry because it is usually a male-dominated industry and considers it a big challenge for women leaders to participate. The construction industry believes that workers will work with contaminated building sites, much physical labour, and much dust which male could control and lead better than women in this industry, and it challenges women as a leader (Winters, n.d.). According to the Construction Industry Training Board in 2003, it mentioned that “Women only account for 9% of the construction workforce” (Amaratunga, Haigh, Lee, Shanmugam & Elvitigala, 2006). It could define that women will face a majority of challenges since joining this industry as far as becoming a senior and leader position in the organization. Based on the fixed mindset, many people perceive that “The construction industry is a man’s world and that it is not really a place for women”, and especially for women leadership as well (Winters, n.d.). Some barriers and challenges prevent women from being a leader in the male-dominated industry such as the construction industry. Then, this study focuses on the status of the women in the construction industry, the challenges and barriers that women face in terms of entry in this sector, knowledge and skills, working and management styles to understand more about the underrepresentation of women leadership management in the male-dominated industry.

The objectives of this paper, it explains in the research question below :

Research Question 1: *What are the main challenges and barriers that women face within the leader's position in the construction industry?*

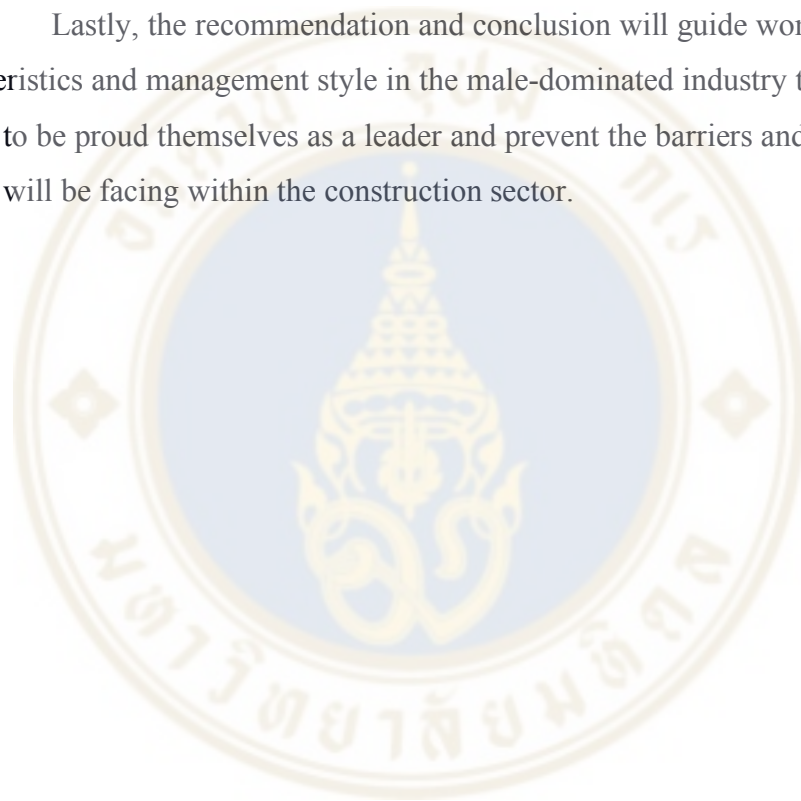
Research Question 2: *What are effective ways for women leaders to manage people in the construction sector?*

Research Question 3: *How about the staff's perceptions of female leaders in this sector ?*

In order to respond to these three questions, the qualitative method is used in this study because it is significant to gather the information from the true stories and experience of women and their staff's members who are working in the construction industry in Thailand.

In the literature review, there are many concepts and theoretical frameworks related to the research question. It mainly emphasizes shared leadership and transformational leadership, which can adapt to manage in the organization. The expectation and the result from this paper can support the success of women leaders in Thai society and identify the characteristics of women and the management style that how they can lead and get through the challenges and barriers to effectiveness as leaders in the male-dominated industry in Thailand.

Lastly, the recommendation and conclusion will guide women's leadership characteristics and management style in the male-dominated industry to encourage women to be proud themselves as a leader and prevent the barriers and challenges that women will be facing within the construction sector.



CHAPTER II

LITERATURE REVIEW

2.1 Challenges and Barriers of Women Leaders

Many countries face changes in gender equality because the number of women leaders has risen, but it still is a small amount (A.W. & Lauren, 2017). However, in the male-dominated industry, it finds that the images of the fields seem dominated and powerful by men leaders. Then, women leaders in male-dominated industries like the construction sector discover many challenges and barriers (Chandler, 2011).

2.1.1 Expectation of society and beliefs in the women's leadership abilities

The women leaders in male-dominated industries remain low level due to society's expectation and socialized beliefs. The leaders should be role model for the workplace cultures, and it would be a challenge for women's leadership to describe in order to influence male-dominated field cultures (Campuzano, 2019).

2.1.2 Gender stereotypes barriers

Many people perceive that women who work in the male-dominated industry should work in a supporting role, not a leadership role such as office housework. Thus, it would be unmanageable for them to talk part of leading in the organization. In terms of gender stereotypes, men seem to be more assertive, strong, and decisive while women are more nurturing, communicative and emotional. Then, finding that men could be a better decision-maker when having any problems occurring, women are a supporter and less confident when making a decision (Berdahl et al., 2018).

2.1.3 More stress compared to women workers in another industry

Working in a male-dominated industry seems to be more stressful because of work related to well-being and social isolation in the organization compared to the women who work in an office and other industry (Qian & Fan, 2018).

2.1.4 Different behaviour of female and male

In addition, the characteristics between masculine and feminine leadership style are different from each other. In Thai society, women are considered polite and friendly, so it can be a limitation for a woman to be a leader. The most male-dominated field requires aggressive and robust behaviour (Buasuwan & Niyamajan, 2019). On the other hand, as mentioned above, women have become more accepting compared to the past. However, it expects females to prove their abilities more than male to ensure that they could be a great leader in the male-dominated industry.

2.2 Glass Ceiling

"Glass ceiling" is a term that mostly explains the barriers that women experience in the organization. According to the glass ceiling commission, "Unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements" (Kulik & Rae, 2019). It blocks the opportunities for women and limits advancement in terms of management and decision making decision position in their jobs. Time passes by, the equality of legislation has risen because women can reach higher education more and open more workforce opportunities. However, the glass ceiling action makes the growth of careers still slow because of the invisibility or glass ceiling of women's barriers during that time. According to Sutapa, who is head of economic intelligence of SCB, in Thailand's workplace, women have a glass ceiling that keeps them away from managerial ranks.

On the other hand, it appears that women's visibility and females' inclusion has improved continually (Amornvivat, 2015). However, there is room for this glass ceiling because people are still familiar with the social norms and patriarchal society that females and males have different roles and responsibilities. Many people perceive that women will support men and men are a leader of the family. Because of this, long-existing gender norms shape the perception of Thai women nowadays and become one of the glass ceilings that limit career inspiration, especially in the male-dominated fields (Buasuwan & Niyamajan, 2019). Thailand should break the glass ceiling to fulfil the equality of occupation to enjoy a level playing field in opportunity and workplace treatment. Suppose Thai society acknowledges more about the glass ceiling issues. It will help the country grow more, so it should be more accessible and increase awareness of these issues (Buasuwan & Niyamajan, 2019).

2.3 Transformational Leadership

According to Rosener (1990), the form of leadership style that women lead by women links with the theory of transformational leadership theory (Mendis, 2017). The nature of women is aware of the emotion and needs of human, which requires charisma skills. In addition, female leaders explain themselves that they can be more transformational than male leaders because they can focus on the nurturance of subordinates compared to men. Likewise, Rosener (1990) mentioned that women encourage followers to participate in work and motivate them to be excited in work, which means that inspirational motivation is suitable for women leaders (Mendis, 2017). Furthermore, the motivation of others and women leaders have characteristics of trust and morality are fit with the transformational leadership style. To explain, creating trust among subordinates is requested awareness of their employees' emotions and needs to know how to manage and motivate them. Then, women can use their enthusiasm to motivate others (Mendis, 2017).

Supposing feminine leaders personality and female gender characteristics are caring and supportive, transformational leadership represents these characteristics.

In addition, many women leaders have cooperative behaviour that can deal with complicated problems better than male leaders. Furthermore, women leaders will use a dominant style for communication because they know how to communicate and reduce the negative emotion and conflict during the meeting or any issues. To explain, the negative reaction between employees and leaders can eliminate because female leaders are always careful and present warmth and showing their kindness such as supportive, smiling, and interest to assist others (Mendis, 2017).

James Burns introduced the theory of transformational leadership (1978). It describes five types under transformational leadership: idealized influence in attributes and idealized influence in behaviour, inspirational motivation, intellectual stimulation, and individualized consideration (Mendis, 2017). Understanding transformational leadership concepts can encourage leaders to motivate their followers to achieve their goals and increase self-esteem and satisfaction. In addition, it is the concept that can build the relationship among team and organization and create the company's commitment to objectives and mission. Also, the relationship between a leader and followers can occur with respect and pride (Mendis, 2017).

2.3.1 Idealized influence in attributes

The idealized influence in attributes could occur when the followers see that their leaders have a mission and vision and achieve it. Then, the followers will see leaders as role model and follow to achieve as leaders do.

2.3.2 Idealized influence in behaviour

The idealized influence in behaviour explains that the followers try to emulate the leader's behaviour because the followers think that this behaviour can make them successful as well as their role models.

2.3.3 Inspirational motivation

It means leaders can motivate and articulate their followers by explaining the meaning and challenge to followers and enhancing understanding of each task to achieve the goals.

2.3.4 Intellectual stimulation

It implies that leaders can influence and encourage their followers to solve problems by themselves and guide their followers to find the best solution. By doing this, it allows followers to learn new things by doing them.

2.3.5 Individualized consideration

The leaders will coach and train their followers based on their needs and interests and decide which approach suits them the most to reach a high level of job satisfaction. Also, leaders afford support to each follower and open for opinions, so followers feel comfortable sharing their ideas and more accessible for the leader to provide direct recognition of each individual's contribution.



Figure 2.1 : Output of Transformational Leadership

According to figure 2.1, it illustrates the characteristics of leaders that use transformational leadership and how they act transformation leader and the result of using this theory: team effectiveness, improvement and motivation changes in followers, job and team performances, and job satisfaction.

2.4 Shared Leadership

Discovering gender leadership stereotype, it mentioned that the shared leadership model is a model that fit with feminine management style the most because of the cooperation skills. To clarify, the research found that women have more skills in cooperation than men, so they can share more information and cooperate with others in terms of leading in the organization. High efficiency of team performance is created by sharing responsibilities and working together during the complexity of projects and requires professionals skills. This leadership style would be advantageous when the task requires interdependence and challenge, and creativity. Furthermore, if women leaders practice this shared leadership style, it will get better outcome because of collaboration among the team members and coordination as well as solving challenge problems. When leaders and team members share information, it can run the organization smoothly and effectively (Cawthorne, 2010).

Shared leadership will occur when the leaders cooperate and commit to the team to share and influence the team members to maximize the team performance by leading others to lead themselves and achieve successful results. By adopting this leadership style in the organization, they can exchange information between followers and leaders to support each other works and understand the direction of each task to get the best performance and results. There are skills and levels under a shared leadership framework to make decision-making consisting of accountability, equity, partnership, and ownership (Cawthorne, 2010).

2.4.1 Accountability

Under the shared leadership management style, this concept allows people to be one of the leadership processes to make people understand what they do and has a chance to decide on their own. In addition, team members should be involved in each other's tasks and provide feedback, assistance, and suggestions when demanded.

2.4.2 Equity

Giving the rewards such as job security, promotion, compensation, increasing salary has correlated with the shared leadership concept. Employees who

obtain the reward are willing to do more work to achieve the goals and jobs because they feel that those efforts are worth doing for the organization. In addition, it allows employees to involve more in making a decision and increase motivation to do work.

2.4.3 Partnership

The team needs interdependence relationships that let team members share information and finish the tasks and reach the goals together.

2.4.4 Ownership

It describes that employees agree that they see their goal as similar to the organization's goals or team's goals. In other words, each person commits to the objectives that the team set up. In addition, the organization or team share attitudes and vision, the mission to employees, and the outcomes would be effectively occurring in the team.

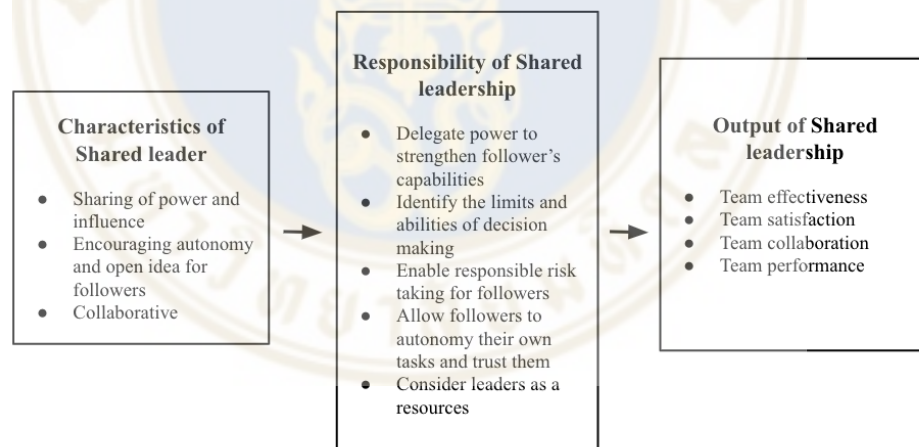
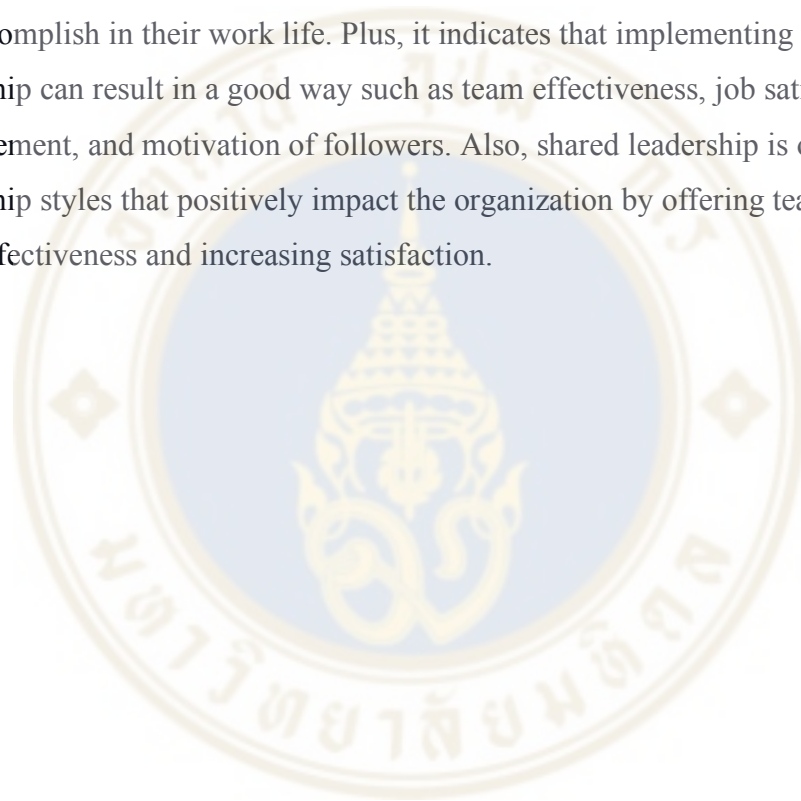


Figure 2.2 : Output of Shared Leadership

According to figure 2.2, it displays the character of shared leaders, how the leaders who use shared leadership perform in the organization and the result of using shared leadership.

2.5 Conclusion

Based on the literature review, there is much information that the author learned from here. To explain, women leaders facing the glass ceiling situation that barriers and challenge how they work in the workplace, especially in male-dominated industries. Moreover, according to the research, most women leaders will use transformational leadership to manage people because of the characteristics of human nature. Because of this, it guides how women leaders perform to lead their followers and accomplish in their work life. Plus, it indicates that implementing transformational leadership can result in a good way such as team effectiveness, job satisfaction, improvement, and motivation of followers. Also, shared leadership is one of the leadership styles that positively impact the organization by offering teamwork and team effectiveness and increasing satisfaction.



CHAPTER III

METHODOLOGY

3.1 Primary Data Collection Method

Based on the literature review, it gets the information that has been written by available published resources such as journals. The secondary data in chapter 2 – Literature review reflects the information related to women leaders management and how they handle challenge and barriers in the construction industry. However, it requires primary data to support this thematic paper. Moreover, the answering from the actual experiences can demonstrate the responding of the research question in this thematic paper to be more reliable and deeply understand the feelings, perspective and motivations (McDaniel & Gates, 2015). Therefore, selecting the qualitative research methodology used in this thematic paper, such as depth-interviews, is valid. The working experiences of women leaders in the construction industry allow the author to understand the overview of this business.

3.2. Interview Method

The interview method will be conducted to provide the primary data finding in this paper, representing in-depth information from interactive communication as question and answer sessions. More information on the interview's method will be demonstrated below.

3.3 Sample Selection

For this research, the interviewees consist of 12 people who are women leaders and followers working in the construction industry. 6 of them are the leaders of

the different companies that lead their team. Another six people are the followers who have experiences that work with women leader in the construction industry.

Table 3.1: Interview List

Code	Position	Gender	Experience	Age
A	Leader	Female	20 years	60 years old
B	Leader	Female	25 years	45 years old
C	Leader	Female	5 years	46 years old
D	Leader	Female	12 years	35 years old
E	Leader	Female	10 years	33 years old
F	Leader	Female	4 years	29 years old
G	Followers	Female	1 year	27 years old
H	Followers	Male	2 years	31 years old
I	Followers	Male	1.5 year	23 years old
J	Followers	Female	1 year	26 years old
K	Followers	Female	9 years	36 years old
L	Followers	Male	3 year	26 years old

3.4 Open-Ended Questions

In order to find out real-life experiences that women leaders are facing with the challenge and barriers and how to manage the team in the construction industry, the open-ended questions are selected to allow the interviewee to communicate about their story more freely. The table below shows the list of open-ended questions to find the factor about challenge and barriers, perception of followers, and women's management in the construction industry.

Table 3.2 : Open-ended Question List

Finding Factor	Open-ended Question
Challenges and Barriers	<ul style="list-style-type: none"> ● What barriers have you experienced as a woman in the construction industry? ● How you can manage with these barriers and challenges? ● How these barriers block you from being a leader in the construction sector? ● What do you think about working in a male-dominated industry is more stressful compared to other industry? ● Have you experienced the gender stereotypes that are barriers for you as a woman in the construction industry? If yes, please give an example and how to deal with this issue. ● Have you experienced with the expectation of Thai society and belief that male leader should be a role model? ● Are there any advantages for you as a woman leader in the construction industry?
Women in management	<ul style="list-style-type: none"> ● Have you experienced conflict with employees because you are a women leader and explain how you handle it? ● As a women leader, have you been acting more masculine in order to manage people? ● As a women leader, what kind of behavior that you use for manage people in your team? ● What kind of support that will be useful for you as a women leader? ● What kind of support that you experienced that not useful for you as a women leader?

Table 3.2 : Open-ended Question List (Cont.)

Finding Factor	Open-ended Question
Perception of followers	<ul style="list-style-type: none"> ● In your experience, Does it make a difference whether your leader is a man or woman? Why or why not ● In the construction industry in general, do you think in the difference whether your leader is a man or women (in experience) ● How long that you experience with women leader? ● How your women leader manage team members? ● What do you like and respect about your women leader, could you give an example? ● Have you experienced with men leaders? If yes, what is the difference about women leaders and men leaders? ● When you have a problem or conflict with your leader, how you and leader handle it? ● What do you think about your leader in current situation? ● How would you describe your leader's management and performance? ● Do you think your currently team is effective or not? Why or why not? ● How would you describe your team while working with this leader in terms of performance, effectiveness, collaboration, productivity and satisfaction? ● Do you have more motivation or passion and self-improvement when working with your women leader?

3.5 Develop Probing Techniques

Probing techniques will be used in the interviewing techniques in order to seek more information from respondents. Hence, the first step is to start with questioning the open-ended questions. The next step is to develop probing techniques to get more information and find out the underlying reasons. It allows the interviewer to get to know more profound information and a deep understanding of what respondents would like to communicate and provide essential data by asking these questions. The last step is to ask closing questions because it allows the interviewer to confirm understanding between interviewer and interviewee about the information discussed in each specific question.

3.6 Conduct the Interview

In terms of conducting the interview, interactive conversation in person is an effective way to interview and discover the information. In addition, during the covid-19 pandemic, some interviewees prefer to interview via phone call to make some distancing. Therefore, there is a limitation of interviewing by a phone call because it cannot see the interaction and gesture of the interviewees. However, some interviewees admit the request for an interview in person. The interview venue is their companies because they are familiar with the environment and atmosphere and feel convenient to provide knowledgeable information for this paper. The interviews are conducted for approximately 30-40 minutes, including introducing and probing each question. The information from the literature review and primary data from the interview will be analyzed and summarized later on in the conclusion part.

3.7 Research Framework

The research framework will explain how the data collected from in-depth interview relates to the finding of the challenge and barriers of women leaders, management style and perception of follower towards their women leaders. Qualitative research is a method that finds out the factors of this study. The finding factors that are challenges and barriers of women leaders experienced in the construction industry and management style of women leader are influenced each other. Also, the finding factors of perception of the followers and the management style is related for each other. To explain, the followers will provide information about how women leaders manage people in this field, and the action of the women leaders can indicate their management styles. Hence, the research model of the relationship between three finding factors is shown below in figure 3.1.

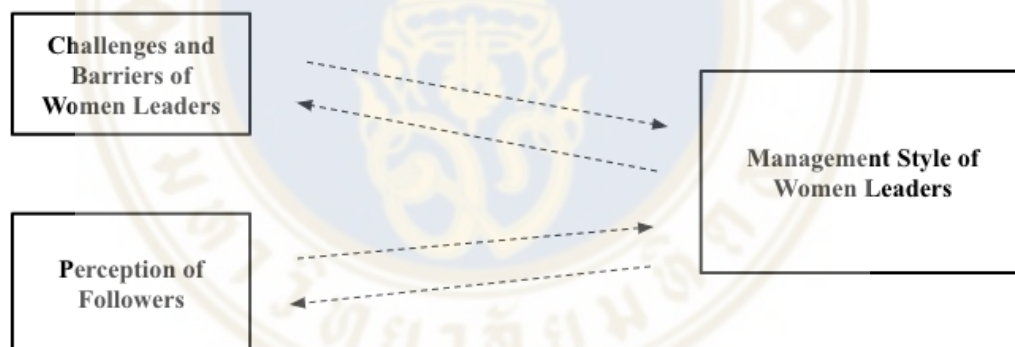


Figure 3.1 : Research framework of challenges and barriers, perception of followers and management style of women leader in the construction industry

CHAPTER IV

DATA ANALYSIS

After conducting the qualitative research method by interviewing the interviewees, the summary of data finding from sample interviewees is analyzed. There are three main issues: challenges and barriers of women leader, the management style of women leader, and the followers' perception towards women leader in the construction industry.

4.1 Challenges and Barriers of Women Leader

In order to identify the challenges and barriers of women leader position in the construction industry, several interview questions were asked, and the results are concluded in detail below.

4.1.1 Gender stereotypes

Every leader respondents answered that one factor that barriers them because they are female gender that made other people not believe and trust them. To explain, Ms. C responded that "I faced the situation that the customer asked me that you are a woman, so can you did this project?". She also added that the customer considered that she did not know this field equally to men who seem too familiar with the construction business. In addition, she said that it was hard and not comfortable to talk with their followers because she is a female and 95% of the company is male. In addition, Ms. D and Mrs. E were facing the same challenges, which was the followers not trust what they said because they did not graduate directly in this field, but the followers trust male leaders who did not graduate in this field instead.

Moreover, they said that another reason is followers considered that male seems to have a high knowledge enough to work and manage this business even

though they did not graduate in the construction field. Furthermore, Ms. F also distrusted followers because she said that many people told her that men are more skills and expertise in this business than women. For example, the first year that she worked here as a manager, the supervisor told her that it was normal that the male gender had more expert skills in the construction business. Because nature creates men to have the ability in this business more than the female gender, it would be a challenge for her because other team members saw her image as a no ability and skills equally as men gender. Because of this, it made other people not trust her. Sometimes the supervisor did not dare to offer some work to her due to the gender as well. To summarize, in terms of gender, it makes another people including team members and customers, not trust and believe in their ability and performance.

4.1.2 Physical body and women's strength

Two out of six leader respondents told that the strength of women is another barrier that blocked them to do some tasks. Mrs. A said that "The body anatomy of women is different from men, so it is hard when working in the construction site. In addition, female cannot have physical power same as male, which is barriers in some work that used physical power to do it. Mrs. B said that "The relationship between physical body and activity is a barrier because sometimes I wanted to climb up to help my followers plaster but because of my physical body that is not suitable to do it. Also, the level of power of women to do heavy work is low comparing to male gender such as lifting heavy things to another place". This opinion from Mrs. B could be supported that women's strength and physical body are different from men.

4.1.3 Expectations and beliefs of Thai society

Another aspect is the expectation of Thai society and the belief that a female is a follower while a male is a leader. To identify, Mrs. A said that she worked with her husband in the construction industry as owners of a company. Then, at first, other people in the company thought she was an assistant who worked in the office, such as doing financial or managerial tasks that could not manage and control the construction site. On the other side, other people believed that her husband could learn

more faster and have more responsibility than women, which is why men should be a leader than women. Additionally, Ms. C mentioned that "It is a barrier because I am working with an old generation that has a perspective that men are a leader and women is a follower". She continued to talk about this challenge that senior people resisted because they came from a society where the female gender was less visible. It spent long time for her to prove herself that women could be a leader as well. Ms. F said that "One of the team members is older than me, and he asked me can you lead the team and manage work and people in here and you sure that you can do it? Because I never worked with a women leader before and I cannot ensure that women could lead the team in the construction business. After he said that, I thought it challenged me because this follower did not believe me because I am the first female leader and believe that the leader should be a man. For now, I still prove myself that women can be a leader".

4.1.4 Family commitments

Two of six leader respondents have their children, so they need to balance between home and work life that is another obstacle. Mrs. B mentioned that it is responsibilities for women to do household duties, and there is no time to do. Moreover, the construction site has to change location depends on each project, so it is challenging for Mrs. B to take care of their child, and this challenge still exists for Mrs. B. She added that she has to stay overnight in the upcountry, and her child is 6 and 8 years old that need her to treat them. She expects to balance both family and career, which difficulties to do. Mrs. E also has a similar experience that her child is three years old that need mother to stay with her. Sometimes, she needs to stay overnight at the hotel near the construction site where far away from her home. It limits her ability to watch out for her child, and it harms the emotional trouble of her child. To explain, she identified that her child cries every time and endure from mother's absence in daily lives and addict to motherhood. It concludes that balancing between family and the work-life of women is difficult to overcome in the construction industry.

4.1.5 Masculine Culture and environment

In the construction industry, the culture of doing this business relies on celebration and party to create the relationship between contractor and customers and the leader and followers. To demonstrate, Mrs. A said that "Within the construction company in Thailand, it needs informal network system to promote employees and create a relationship with customers, so the masculine activities such as drinking alcohol are among the cultures in this business". Three out of six women leaders agree that hang out and going to party or celebration is another challenge. Then, it is another obstacle for women because men's behaviour is drinking alcohol, and it is not safe for women to drink among them. Mrs. B responded that I needed to bring their team and customer to drink and had dinner together after the project is done, so the place that goes to is lounge or club were not appropriate for women to go there. She added that "Sometimes, I feel not comfortable going there, but it is the male-dominated culture that I need to adjust myself to join them".

Moreover, Mrs. A mentioned that it is barriers for her because these activities are held at night time, making it difficult for her to hang out beyond working time. Ms. C had an experience that one of her colleges got the promotion to be a manager because she hung out with her supervisor and got close together, but his performance was lower than Ms. C. Back then, the supervisor saw that the person's performance and ability were not good, then promoted Ms. C to be a manager instead. At that time, she thought that sometimes it is not fair because these masculine activities are excluded women, and it is bribery.

4.1.6 More stressful than other industries

Four interviewees out of six interviewed women leaders agreed that the construction industry is more stressful than other industries due to the low education level of construction workers, hard to manage people, detailed work, and unexpected situations. Mrs. A said that it is more stressful than other industry. She was the reception at the airport before and when she moved to do in the construction business is different working types. She supported this statement that "The way of communicating with construction workers and understanding each task is different

because of the level education. If you would like to order jobs and tasks to construction workers in the construction business, it needs to speak in a smooth way to make them understand easily, and sometimes, it needs to repeat and talk with them many times". Also, Ms. C and Mrs. E have same opinions that the way to communicate works with the construction workers is one factor that raises stress when they have to go to the construction site to talk with them.

Nevertheless, Mrs. E responded that "There are many factors which create more stressful in working in the construction industry such as detail in work, and not only how to manage the work but it manages people and create the relationship among employees and customers as well". It indicates that working in the construction industry requires variety of skills and not routine work. Sometimes, un-expectation problems could occur anytime in the construction site. Also, Ms. C said that "There are un-expectation problems occurred all the time in the construction site which creates stress for me because sometimes it makes the project is late, and I always need to manage this problem and fix it to make the project back on time. If the project is being late, the customer will not trust our company anymore and ruin the reputation of the company. Likewise, some situations were ordering wrong raw material that did not fit with the expected size, so it required more cost and made the company lose money. There are many points to concern and control everything compares to other industry". However, Ms. D mentioned that even though she is stressed, she loves to do this job and work in the construction industry.

4.2 The management style of women leaders

In this part, various questions have been asked to conduct the information from women leaders about how they manage their followers in the construction industry. Plus, some interview questions were asked followers' opinions to support the analysis result regarding women's management style. The results are summarized below.

4.2.1 Providing a clear picture of vision and direction

There are five women leader respondents who reported that they have a vision in the company. They communicate the vision to their followers and explain the direction of the company to employees. The reason behind this is they would like to ensure that all of the employees will go in the same direction. They have a similar vision: providing the best quality and the best service and being honest to the company. Mrs. A said that "On the first day that the employee came to work, I told the vision and direction of the company is being honest to the customer. When I worked with the customer in each project, I did not corrupt the customer and showed all the customer's requirements to represent that we are honest. It means that when the followers saw me doing this, it makes them fear to cheat to the company as well as being honesty at the same time". By supporting her opinion, Ms. G, who is one of her followers, mentioned that "The company owner told me that you need to be honest to customer. Then, I saw my owner of the company is honest with the customer. It made me honest with the customer and company". Mrs. B is the company owner who has the vision to deliver the best service to customers. She identified that "Each project I always go to the construction site to check the quality, and sometimes I paint the wall or coat the plaster with construction workers to make them see that we are seriously to provide the best service to customers. By doing this, it makes them have power and do their best in their tasks. It can demonstrate that when leaders provide a clear picture of the organization being or represent a clear vision and their action representing. Ms. K, one of the followers, mentioned that her leader share attitudes that when doing the work, we need to concern about customers' needs and benefits. Then, it makes me consider the benefit of the company and do the best for the company as well. The followers will obtain this information and go in the same direction as the company and do the same things as leaders do.

4.2.2 Build trust by leading by example

5 of 6 women leader interviewees mentioned that because they are female, they should behave something that persuades followers to act. Their followers will respect and trust and see that they can work in the construction industry. For example, Mrs. A said that "Some tasks that hard for women to do, I needed to do it to show their

followers that I went through and not afraid limitation of works. It made workers trust me and create a passion for them and not fear to do risk work". In addition, Mrs. E has similar with Mrs. A that she needed to enter the field, such as keeping the silicon and painting the wall in the construction site without worrying about beautiful things. Ms. C and Ms. D had similar opinions that they paid attention to involving their followers, which made their followers believe and trust them.

Furthermore, all respondents from followers agreed that it increases trust and respect for their women leaders and role model when they saw their women leaders involved with them. Ms. G and Mr. I said that they saw the leader could control the situation in the construction site without fear that her clothes were dirty. "It is not easy for women to work in this business", Mr. I said. Mr. H and Mr. L mentioned that their leaders took action and shown how to do work, not only order tasks to followers. Mr. H mentioned that it made followers trust leader and would like to behave like them. In summary, even though women leaders have many responsibilities, they have to work with their team to create trust and make their followers respect them.

4.2.3 Know the characteristics of followers

In terms of women leaders, all respondents said that they have to observe the characteristics of followers in order to know how to deal and communicate with them. For example, Ms. D responded that "I had to analyze characteristics of people first that what habits they are and which way that I can talk to them to make them understand and stimulate to participate in work to get the job done". Mrs. A added that "It is important that you need to know what are characteristics of people whom you talk with because you need to realize the way that you talk to them" For instance, one day, there were two construction workers fought each other, so I talked to them in person. One of them is a person that easy to angry but listen to the reason. Then, I told him that if he were angry like this, the problem still exists, and they cannot work smoothly. Why not use the reason to talk to each other. Another person is compromised, so it was easy for me to talk with her. I said that waiting for another person to calm down, and then you can talk with him. As a result, they used reason

behind talking, finding the solution and working together after that. Therefore, I think that analyzing the characteristics of followers before negotiate is essential to manage people in my team".

4.2.4 Communicate effectively

All respondents agreed that the way to communicate clearly and effectively to followers is significant because if they cannot communicate clearly, their followers misunderstood, and it will impact work. In addition, Ms. F said that "I needed to articulate the clear goals first, and communicated to the team members clearly and obviously to make them understand the goals that want to achieve which help them have the passion for working".

In terms of followers, all interviewees noticed that their women leaders have charisma skills to communicate that can motivate them to work. Ms. K pointed out that women leaders have the sense and communication skills to talk with followers. "For example, when I had negative emotion, she knew which moment I should talk and how to talk with me to turn to positive emotion to make me calm down and made my enthusiasm to work".

4.2.5 Encourage followers to involve in the decision-making process

From conducting the interviews, it concludes that all leaders interviewees allow their followers to be involved in the decision-making process and stimulate them to solve the problems by themselves to increase the skills and ability of followers. For instance, Ms. F said that "I elevated skill of my followers by separating work equally to team members like not choosing the hard task to people who smartest and not offer easy task for other people to do. I always give a task for everyone and if a problem occurred then making a decision together to improve themselves".

4 out of 6 women leaders replied that they encouraged team members to rotate some tasks of each other, exchange information, and provide suggestions when someone called for it. Ms. C stated that "I allowed construction worker to rotate their works to know how to do each task. Because if someone absents another one can do it and each week one of them will be the team leader to check the quality of work and

help other members solve the problem as well". Because of this, it allows each worker have a chance to make a decision and know how to decide the possible solution. In addition, Ms. F pointed out that she is in the design department, and she is a manager in this department. Tasks include design, calculation of the structure and make a pattern for construction. Then, she always allows a team member to try to do different tasks to make everyone know how to do it. Even though each individual's skills are different, it makes the team more effective because everyone enters into a decision making process.

4.2.6 Motivate the followers

All women leaders respondents stated that they always observe and ask their followers about their motivation of each individual and allows them to fulfil their needs such as money, rewards, or bonuses. Mrs. A and Ms. C replied that they provided a reward for employees who have the best performance. In some case, if followers wanted to get more salary, Mrs. A and Ms. C asked them how much they needed and negotiated if it not suitable. Ms. D also mentioned that sometimes she buy food and beverages to celebrate after the project was done or increased employee's salary every year. Additionally, one of the motivation to doing the work of followers is transportation service. Ms. D talked "Someday I had to drive a car to take my workers back home because I think that if I can help something for my workers, it encourages them to participate more on their job, and it was!". Providing the rewards creates employees' efforts to do extra work or contribute more to the organization goals. One motivation of employee is promotion. Ms. C stated that she saw who can develop in which ways and familiar in which skills by looking at KPI and then promoted them instead as well as increasing their salary.

4.2.7 Collaboration

All women leader participants said that cooperation skills are essential in the construction business because they have to share information and exchange ideas to get high productive and good performance. Also, it needs to support each other. Based on the interview, the interrelationship is crucial in the working's culture in the construction industry. All participants mentioned that they are working together and

help each other as a team to complete the goals. Also, it holds teamwork and interdependence relationship. Ms. F stated that she always comments and offer opinions to the team, and she allows each individual shared information or action from team members that assist each other. Ms. G added "My leader creates meeting every morning to exchange the problems and admit the possible solution from everyone in the team".

4.2.8 Coaching followers

All women leader respondents pointed out that they would like to coach and advice their followers. Ms. E mentioned that "When followers stuck on their work or did not know how to do it, me as a leader had to coach them and guide them what they had to do in order to complete the tasks". Moreover, Ms. C said that "If you did not want to coach or advice followers at all, it made them give up and did not want to work". Additionally, Ms. F said that she always teaches some work when someone did not understand to overcome the obstacles. As a result, it seems that her followers teach and provide some knowledge to their colleagues which is increasing the team performance and efficiency.

4.3 Perception of followers towards women leaders

This section emphasizes the perception of followers through work experience with their women leaders in the construction industry. In other words, it explains the perception of followers on what women leaders do well ad not well. Six followers participants were examined about their perspectives and assumptions.

4.3.1 Helping each other improves team effectiveness

The follower interviewees were asked to interpret the team effectiveness while working together with the women leaders regarding their experiences. It is seen that their leaders support other team members, and they allow each individual to help each other when having problems occurring or unclear understanding their tasks. For example, Ms. K mentioned that when she got a new project that difficult, so she

consulted the team member and leader. It helped each other to try to learn a new thing together, such as setting up a gas system and kitchen system that never did before. Mr. L added that his leader listened to their followers 100% when followers had different opinions, and sometimes his leader let them do it on their own and waiting to see the result. If the result did not work, then we came to find an effective solution together. In addition, Mr. H stated that his leader distributed the task equally and in the team help each other. Sometimes they tried to rotate the tasks to encourage everyone to know how to do each task. Also, some people in the team fought each other. Nevertheless, when talking about the work, they helped each other, which is professional. Because of this, it indicates that helping each other increases the team effectiveness among the team.

4.3.2 Personal attention creates job and team satisfaction

The follower participants were asked to examine how team leaders encouraged team satisfaction in the construction industry. Based on the interview, all followers said that women leaders have more empathy and thought and pay attention to followers' feelings more than men. As a result, it creates satisfaction in their work and jobs as well as in the team. Women leaders always care about follower, not only about work but the personal story as well. To explain, Ms. J stated that I had conflict in person with my family, and my leader helped me fix the problem, which increased satisfaction with the jobs and reduced stress level of working.

Moreover, when workers had a problem with money, leaders helped on this issue. Ms. G interpreted that incentive and reward are other choices that increase job satisfaction because it creates motivation when doing work. Also, when staff do a good thing, leaders always admire them by inspiring people to do work better.

4.3.3 Being a role model

All followers interviewees recognized that they saw their women leaders as a role model for several reasons. The main reason is that they are women gender that fought for their rights and being a good leader in the construction industry. It creates motivation and inspiration for followers to do the best in their roles and

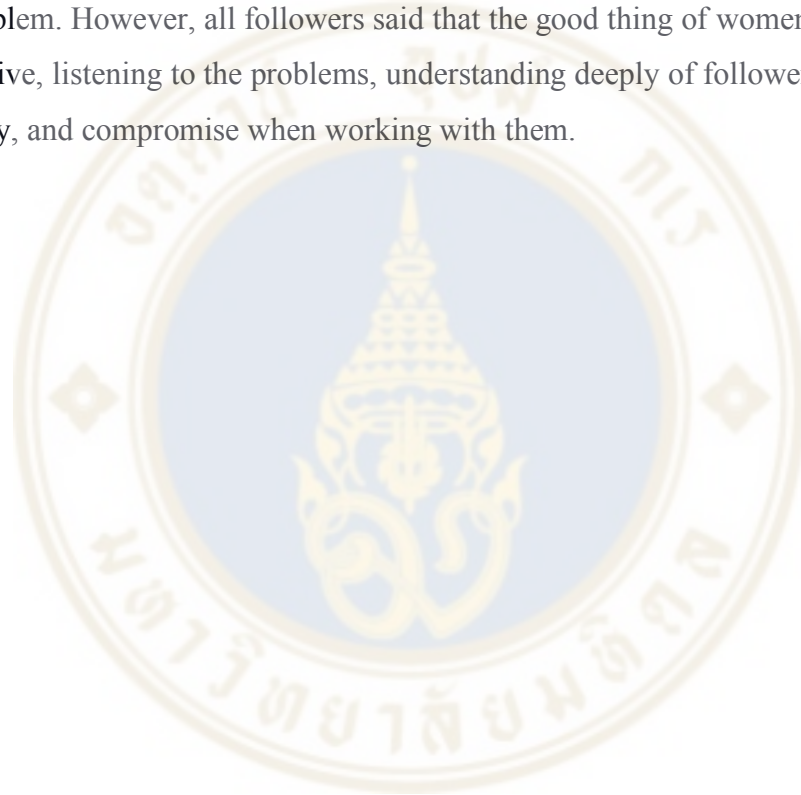
responsibilities. Mrs. G and Mr. I saw that her leader could control every situation that happened, but she is a female, which is a gender that is not easy to do this in this field, which allows them to be concerned about this point and develop themselves to be better. Ms. J stated that my leader has leadership skills and would like to bring followers to grow more and achieve the goal in the future, and I saw her stay with the team and me all the time even though we are done the job at midnight. Mr. L provided the opinion that "My leader is a diligent person and taught me everything that she knew so that I can do everything similar to her. It makes me consider that if I am a leader in the future, I will imitate the behaviour and attitudes like her to lead my team as well". Ms. G wanted to emulate her leader that going to the construction site without fear, and she would like to be a women leader in the future. Ms. J and Ms. K have similar aspects: they saw their leaders as a role model because of their manager's kindness and support of the team and staying with them until the work is done, even the work will end at night time.

4.3.4 Effective communication process increases team performance

All followers interviewees agreed that their women leaders communicate and explain delegate work and tasks, including the objectives and goals of each project, clearly which raise the team performance. Mr. H mentioned that his leader clearly identified the goal to lead the team to understand the objectives and goals. It increases team performance because everyone goes in the same direction. For example, everyone knew the deadline of the project, and we did the work on time. Ms. J added that her leader clarified the outcome of each project which is the crucial main point, together with asking the opinion and listening to the feedback from members of the team. Because of this, each person felt valued about themselves about their work, resulting in increasing team performance. Ms. G explained that when your team and leader had open communication, it made the team have harmony, supported each other, and felt comfortable working. Because of these factors, it made the team is good performance as well.

4.3.5 Aspects that need to be improved by women leaders

All followers respondents were asked regarding what is the thing that would like women leader to be improved. It seems that women leaders are the person who makes a decision slower than men and not immediately because they concerned impact and effect in detail as well. Moreover, Mr. H mentioned that sometimes when he talked with the male leader, he can speak directly without worrying about saying. Ms. J added that when he did the wrong tasks, men leader said in straightforward ways more than women leader which some situation was easier to edit the tasks and solve the problem. However, all followers said that the good thing of women leaders is supportive, listening to the problems, understanding deeply of followers' feelings, empathy, and compromise when working with them.



CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In this paper, from the research questions, the challenges and barriers women leaders face in the construction industry are interrogated by six women leaders respondents. Moreover, six women leaders and six followers interviewees are provided information about female leaders who worked and experienced in the construction industry and how they behave and manage people in this male-dominated field. In addition, follower's perceptions of female leaders in the construction industry are investigated by six followers. It concluded that there is two main management style of women leaders that manage their followers in the construction sector. The results are finalized in the research framework, as shown in Figure 5.1 below.

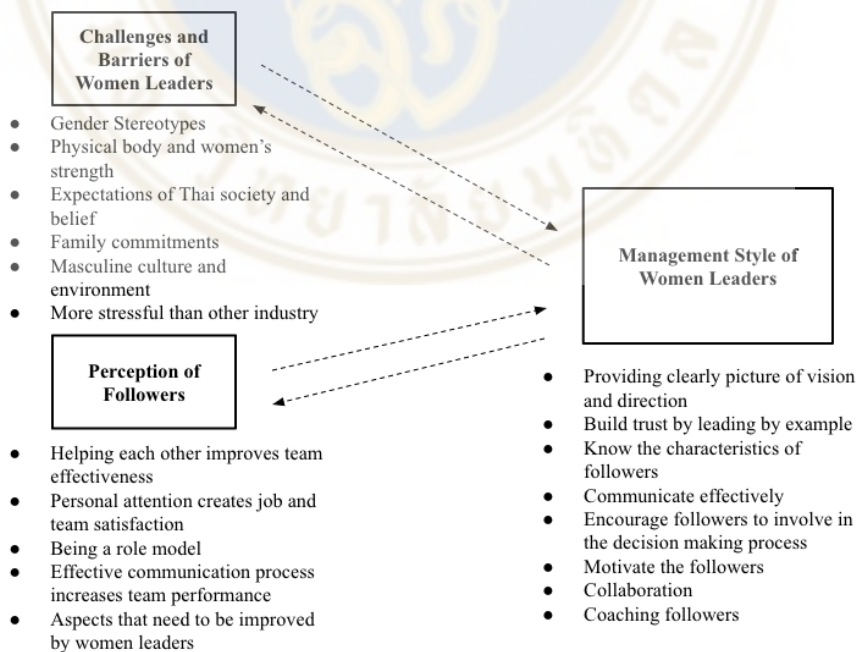


Figure 5.1 : Summarized of research framework of challenges and barriers, perception of followers and management style of women leader in the construction industry

In terms of comparison between the qualitative research and literature review, it interprets that most of the finding factors from both research methods have similarities from each other. However, some factors are found by interview the interviewees. In terms of challenges and barriers that women leaders experienced in the construction industry, the finding factor from the interview is similarities compared to literature reviews such as gender stereotypes, expectations of Thai society and beliefs in women's leadership, and more stressful compared with other industry. Another point is the glass ceiling, which is invisible barriers that block women from being leaders, such as gender norms that limit the perception of Thai women in a leadership position. Based on the interview, many interviewees mentioned that sometimes they felt people resist them, but it cannot explain a word, but it was a feeling. It indicates that this is one of the glass ceiling factors. Nevertheless, the qualitative research finds out that physical body and women's strength and family commitment are another challenge and barriers to interesting aspects and make this paper more particular. In terms of women's management style, according to the data analysis part, it concludes that women leaders have caring, supportive characteristics and charisma skills to communicate with their followers, which is the key point to manage the team. In addition, the manner of women is to know the needs of human and know how to motivate and inspire their followers. All followers respondents see their leaders as role model as well. It can summarize that the information research from the interview has a similar point of view with the literature review. It can show that women leaders are using shared leadership and transformational leadership style to manage their followers.

5.2 Recommendations

Based on the research, it discovers that female leaders face many challenges and barriers within the construction industry. Hence, the study suggests the following recommendation and guidelines to women owners and female leaders themselves to prepare and recognize how to prevent the barriers in the construction industry.

5.2.1 Recommendation for dealing with the challenges and barriers

With the challenges and barriers that the women leaders were facing, in this section, it advises some suggestion to cope with the challenges and barriers for women leader in the construction industry.

5.2.1.1 Promote self-development and capabilities

One of the suggestion is to promote self-development in women leaders. There are many reasons behind that barriers women to be a leader such as a gender, reliability, knowledge and abilities. However, female leaders need to prove that gender is not a problem for women in today's world for their career and responsibilities. First of all, females should show knowledge related to the specialized profession and the ability to represent their construction industry capabilities. Also, it spends time proving it, but once they can do it, it gains a lot of trust and reliability towards women leaders. In addition, leaders should develop themselves always to avoid out-of-date such as learning, training, and gaining more knowledge. In order to promote self-development and capabilities, the female leader should encourage themselves to be more confident to assist them to overcome barriers that block them. In order to build confidence, they should join the development and training program, which increase their potential and make their skills standing out more. Another suggestion for promoting self-development and capabilities is creating a support network among women in the construction industry, such as creating a club for the entrepreneur in the construction field. To explain, each women leader has different management skills, abilities, and experiences to join the club and share their experience. By doing this, it can create more confidence and also develop themselves together.

5.2.1.2 Improve the working environment

The culture of the organization plays a vital role in every employees and employer. Based on the research, the culture in the construction company is one of the barriers to women's career and their satisfaction in their jobs as well. For example, women's behaviour cannot fit with atmospheres like going party and drinking alcohol with their employees and customers. Then, there is another way to avoid an uncomfortable situation that will celebrate with their employees and customers in the afternoon

instead. In addition, it can provide another type of activities to increase relationship together, such as bowling, karaoke, sports activities and vice versa.

5.2.1.3 Improve family commitment and work-life balance

There is a highly noticeable in the female's leadership position compared to men. Female has a significant role in terms of motherhood and housework. Then, to balance work-life and family, the company should provide a flexible working policy to allow employees to work part-time or work less than usual hours, but ensure that the quality of work is standard level and offers different options. For example, women leader can bring their children to stay overnight at a hotel nearby the construction site and take care of them. Moreover, the organization can allow unpaid parental leave who have a child until the child is under a certain age. In addition, in general, women employees should plan their work and family activities to balance their lives and increase the relationship with family and work responsibilities.

5.2.2 Recommendation for women's management style

The research from both interview and literature review shows a similarity of practical ways to manage people and team in the construction industry. The recommendation below will be explained to guide women leaders in their ability to manage people.

5.2.2.1 Being supportive, give motivation and inspiration

towards followers. Based on the interview with women leaders themselves and their followers, they mentioned that being supportive, provide motivation and inspiration are good things that women leaders should do. It proves that these factors work well for women in management in the construction field. Then, this study would like to present this factor as a recommendation. Women leaders should have charisma skills using a more democratic approach and the ability to change their leadership style based on people and situation. It should look that what types of followers that leaders talk with and how the situation is occurring at that moment, so they will know how to motivate and inspire people. In addition, leaders should support their team members when needed, so it requires strategic leadership skills to reinforce the support more practical, such as planning, analyzing information, evaluating, problem-solving, and decision-making skills.

5.2.2.2 Improve decision-making skills

According to the interview result, female leaders have an issue about cannot make a decision immediately compared to men. Therefore, encouraging females to get involved in training programs about developing leadership skills to improve decision-making skills and develop ability in a leadership position and increase the effectiveness in their roles. For example, they learn how to reinforce and intensify a decision and its outcome by using emotions and senses and reason together. Additionally, learning about selecting the choice and creating a decision for followers in the appropriate way. However, as women characteristics, they empathize and care for details, so it might take time to decide. Another suggestion is that they need to explain to their followers that careful decision-making requires more time to consider all the advantages and disadvantages of each choice. Moreover, they can explain both benefit and drawbacks of each choice for their followers before deciding to help followers understand themselves.

5.2.2.3 Shared leadership

Based on an interview with the follower's respondents, they appreciate a shared leadership management style. To explain, women leaders always support and exchange information with their followers, which positively affects the team. Then, this paper would like to recommend for women leaders who prefer to work in the construction industry or male-dominated field have this behaviour in their management style. Women leaders must allow team members to exchange and give their ideas together to make the team and task more effective. Also, if any problems are occurring, it assists the team to find the best and effective solution, which increases team effectiveness, performance, job satisfaction, and productivity. Plus, leaders should allow each team member involved in the decision-making process and rotate their activities or tasks to make their followers increase their self-esteem and improve their skills. This approach can prevent under-contribution and reduce the chance of work's failure.

REFERENCES

- Amornvivat, S. (2015, June 11). Thai Women Need to Break the Glass Ceiling. *Bangkok Post*. <https://www.bangkokpost.com/opinion/opinion/594956/thai-women-need-to-break-the-glass-ceiling>
- Andrews, S. (n.d.). *Gender Barriers and Solutions to Leadership*. Trainingindustry. <https://trainingindustry.com/magazine/issue/gender-barriers-and-solutions-to-leadership/>
- A.W., G., & Lauren, K. (2017, March 8). *Number of Women Leaders Around the World has Grown*. Pewresearch. <https://www.pewresearch.org/fact-tank/2017/03/08/women-leaders-around-the-world/>
- Berdahl, J., Cooper, M., Glick, P., Livingston, R., & Williams, J. (2018). Work as a Masculinity Contest. *Wiley Periodicals, Inc.*, 74(3).
- Braun, S., Stegmann, S., Hernandez Bark, A., Junker, N., & Rolf Van, D. (2017). Think manager-think male, think follower-think female: Gender bias in implicit leadership theories. *Journal of Applied Social Psychology*, 47, 377 - 388.
- Buasuwat, P., & Niyamajan, R. (2019). *The Glass Ceiling Facing Women Leaders in Thai Higher Education*. Palgrave Macmillan, Cham.
- Campuzano, M. (2019). Force and Inertia: A Systematic Review of Women's Leadership in Male-Dominated Organizational Cultures in the United States. *Weill Cornell Medicine*, 18(4), 437–469.
- Cawthorne, J. (2010). Leading from the Middle of the Organization: An Examination of Shared Leadership in Academic Libraries. *Sciencedirect*, 36(2), 151–157.
- D. Amaratunga, R. Haigh, A. Lee, M. Shanmugam, & G. Elvitigala. (2006). *Construction Industry and Women: A Review of Barriers*. 559–571.
- Diane Chandler. (2011). What Women Bring to the Exercise of Leadership - *Journal of Strategic*

REFERENCES (cont.)

- Grant Thornton Organization. (2020, March 5). *Women in Business 2020 Report*. Grantthornton. <https://www.grantthornton.co.th/press-releases/press-release-2020/women-in-business-2020-report2/>
- Kulik, C., & Rae, B. (2019). The Glass Ceiling in Organizations. *Oxford Research Encyclopedias*. <https://doi.org/10.1093/acrefore/9780190224851.013.41>
- Leadership, Vol. 3 Issue 2, p. 1-12
- McDaniel, Jr., C. & Gates, R. (2015). *Marketing Research*. United States: John Wiley & Sons, Inc.
- Mendis, K. (2017). Male vs Female Leaders: Analysis of Transformational, Transactional & Laissez-faire Women Leadership Styles. *European Journal of Business and Management*, 9.
- Qian, Y., & Fan, W. (2018). Men and Women at Work: Occupational Gender Composition and Affective Well-Being in the United States. *Journal of Happiness Studies*.
- Rosener, J. B. (1990). Ways Women Lead. *Harvard Business Review*, 68, 119-125.
- Winters, J. (n.d.). *Women in the Construction Industry*. CIF. <https://cif.ie/wp-content/uploads/2018/03/CIF-Membership-Diversity-SURVEY-REPORT.pdf>