RESEARCH ARTICLE

FACTORS LEADING TO THE ACCEPTANCE OF FEMALE EXECUTIVES' LEADERSHIP IN THE BROADCASTING AND TELECOMMUNICATION ORGANIZATION

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ABSTRACT

The objectives of this research were 1) to study the acceptance level of female executives in the broadcasting and telecommunication organization and 2) to study different types of leadership that lead to acceptance from co-workers, subordinates, and supervisors in the broadcasting and telecommunication organization. It is a quantitative research, in which the questionnaire was used to collect data from 1,257respondents in the broadcasting and telecommunication organization. The samples were obtained by purposive sampling. Data analysis was based on descriptive analysis. Hypothesis testing was based on multiple regression. The results found that the factors of skills, personality, and types of leadership hugely generated the acceptance of female executives' leadership; affected the acceptance; and led to work success and efficient administration for broadcasting and telecommunication organizations in Thailand. The casual relationship model developed was appropriate because it conformed to the empirical data. Moreover, each factor was valid and acceptable. The factors were the most crucial variables of administrative style for executives; and of success in the acceptance of female executives in regulatory agencies.

INTRODUCTION

According to more roles of women in work in both public and private sectors, there are some research on their work opportunities and barriers. Despite small amount, it can be used as primary data for this research. Even so, there is only small research on the factors affecting the acceptance from subordinates, co-workers, and supervisors of those female executives, especially broadcasting and telecommunication organizations. For these reasons, the researcher was interested to conduct a research on the acceptance of female executives' roles. The study mainly focused on female executives' leadership affecting the acceptance from co-workers of all levels. This research relied on the model of executive career success by Judd et al. (1995), which are frequently used by academicians and researchers worldwide to describe work success of women. Later on, Vincent-Höpe (2012) developed the model further to measure objective career success by pay and number of promotions. It was found that objective career success was influenced by the 2 factors, i.e., personal traits and organizational traits.

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Although there are studies on female executives' success, those focusing on the acceptance of female executives' leadership are still rare and do not cover the variety of careers, especially telecommunication. Hence, this research mainly focuses on the acceptance of leadership from co-workers in term of telecommunication in a broadcasting and telecommunication organization.

Objectives

- To study the acceptance level of female executives in the broadcasting and telecommunication organization and
- To study different types of leadership that lead to acceptance from co-workers, subordinates, and supervisors in the broadcasting and telecommunication organization.

Literature Review: The Constitution of the Kingdom of Thailand B.E. 2550 (2007) gives priority to individual's equality. Article 79 states that "All persons are equal before the law and shall enjoy equal protection under the law. Men and women shall enjoy equal rights." And Article 80 states that the state shall promote gender equality for giving priorityto gender equality, and the roles of men and women in Thai society. Such equality leads to national efficiency.

A certain country will develop and become efficient if inequality in several aspects is removed and if gender equality is developed. Bureaucracy is the key target to promote equality of work opportunities and advancement between men and womenbecause it is the main unit of public affairs administration. The study on gender equality in the groups of countries by World Bank revealed that gender inequality still remains all over the world and is different in each particular area and sociocultural system. Countries with high gender inequality have negative effects on livelihood of their population, not only on women but also everyone in those societies as a domino effect. It also pointed that participation of women in term of administration is a key factor with effects on monitoring public implementation to be in compliance with good governance. Despite more opportunities for women, gender inequality can still be simply noticed, especially to get promoted for bureaucratic hierarchy, which is mainly arisen fromdiscrimination. In general, employees in organization is inclusive divided into 4 groups based on gender, i.e., manager group, mostly consisting of men; secretary group, mostly consisting of women; technical group, consisting of both men and women. However, for the last group, positions with high pay are mostly occupied by men. Besides, there is still the income gap between men and women under same occupations, and work experiences of same years or even more for women. Specifically, income and positions of men still higher than women anyway. This is similarly to bureaucracy, in which the proportion of women at high levels from 9-11 is apparently less than that of men although it tends to change in a better way.

According to the studies on career advancement of female executives in Thailand, supervisors' justice is the first crucial external factor influencing career advancement of female executives. The next factor is senior executive attitudes that accept equality. So, despite the internal factors of women, i.e., excellent knowledge and competence, they can neither step ahead to executive positions nor career advancement if without justice and attitudes of senior executives in term of equality acceptance and opportunities. The problems of their path to executive levels can be divided into 3 levels, i.e., personal level, human relations level, and organizational level. The next problem includes organizational culture, value, and procedure that do not support balancing to women who desire for executive levels. These organizational cultures are the other essential problem affecting advancement of female employees. Now, Thai bureaucracy apparently regulates guidance on promoting gender equality in the public sector in the forms of manuals and master plans.

Gender-role Attitudes: Gender-role attitudes affect the assessment of human behavior in the society in term of gender roles. They can be divided into 2, i.e., traditional attitudes which believe that women should take care of home and family; while egalitarian attitudes believe that men and women should have equal roles and duties (Korabit, Lero, & Whitehead,2008). Wood and Lindorff (2001) found that gender is a barrier to careers for women. Aycan (2004) stated that the stereotype of gender roles and attitudes toward career advancement for women is a cultural barrier for their career advancement. Gushue and Whitson (2006) stated that women with attitudes of the belief in women's rights will possess self-confidence and work competence, especially decisionmaking on careers.

Nonetheless, when comparing advancement opportunities for getting promoted to higher positions between men and women, the difference is found. Women get less opportunities for such promotion than men, especially in Thai public agencies. Public Personnel 2010 revealed that out of 362,553 ordinary civil servants, there were more women than men. To clarify, 227,710 were female (62.81%) and 134,843 were male (37.19%). But when considering senior positions, those who were appointed as chief and deputy chief of public agencies at the ministerial and department levels included only 24.44% of female executives out of the entire number of executives in 2010 (Office of the Civil Service Commission, 2010). Because this research was conducted on the acceptance of female executives, the concept of career advancement must be taken in to account because it directly related to assessment or acceptance from supervisors for career advancement support to supervisors. Career advancement basically refers to promotion. Its assessment is based on the external criteria. Lewin (1939) divided leadership traits into 3, i.e., autocratic leaders (task-oriented), democratic leaders (participative or shared, with two-way communication), and laissez-faire leaders (allow their subordinates for full decisionmaking). In addition, Likert conducted a research on leadership by his invented tool, consisting of the concepts of leadership, motivation, communication, interaction-influence, decision making, goal setting, and control process. He also divided leadership traits into 4, i.e., explorative–authoritative, benevolent-authoritative, consultative–democratic, andparticipative–democratic. Blake and Mouton (1967) stated that good leadership focuses on the 2 factors, i.e., people and production.

The contingency theory considers environmental factors of leaders as necessary for their success, up to environments or situations. Reddin's 3–D management style theory divides executive leadership traits into 4, i.e., integrated, related, separated and dedicated. Hersey and Blanchand (1969)also suggested the life–cycle theory under the principle that the effectiveness or ineffectiveness of leadership styles is up to situations. Fiedler (1978) suggested the concept of Fiedler's contingency model of leadership effectiveness in the sense that efficiency leadership must consist of the 3 factors, i.e., the relationship between leaders and followers, work structure, and power of leaders. Siampukdee (2011) and Boonnanida (2013) pointed that female public servants must show determination to work more clearlythanmale executives so as to express their knowledge and competence for getting acceptance that they suit executive positions more than male competitors because most public servants in public agencies are male. Burns (1978) suggested transformational leadership theory. He believed executives should possess transactional leadership, that is, they should motivate followers to do as expected. He concluded leadership traits into 3, i.e., transactional leadership, transformational leadership, and moral leadership. Bass (1985)found that leaders should show both traits, i.e., transformational and transactional leadership. Their directions of leadership behavior are all up to external and internal environments, together with personal traits of leaders.

Career Advancement Concepts and Theories: Arthur Khapova & Wilderom (2005) stated that career advancement is a consequence of work or career success. It is also a positive result of mental success. It describes self-development in term of work. G. et al. (2016) found that career advancement or

career success measurement can be done by measuring career advancement of an individual based on a thing that can be noticed from outside; or so-called objective career success. It is basically considered from pay and success following chain of command. Support from organizations is also required in terms of skill and competence development, promotion opportunities, and having mentors for work training. Women often neither have opportunities for training to develop their skills and competence; nor mentors to train them.

Previous Related Research: Suzan Lewis & Laure Humbert (2010) found that although organizations support work-life balance to both men and for their equality, they actually place higher value to competence of men than women. Parichat Toodam (2014) found that the factors of human capital, organizational support, work-family balance, gender-role attitudes, work traits, and career commitment affect career success of women in public agencies. Pocock et al. (2013) found that work-life balance support negatively relates to gender equality because it is a change of organizational environments, not of household responsibility allocation; including social structure and attitudes toward women's roles. This finally brings about gender inequality, leading to pressure of women in work and in taking care of families. Suchin Muangmee (2015) found 6 desirable traits of executives, i.e., 1) skills and knowledge of administrative work and expertise in the area of institute administration, academic, and profession; 2) unifying and coordination skills; 3) flexible administrative paradigm that can be changed as appropriate; 4) being honest and ethical; 5) caring and hard-working; and 6) pleasant personality and gracefulness as a good role model to other people.

Natruedee Denduang(2016) found that success is acquired from executive awareness of gender quality, of which concept must be integrated in policies, work plans, projects, and activities of all levels in organizations. The gap among policies, strategies, and implementation must be successfully reduced. Enache(2013) studied the relationship between perception of individual's competence and objective as well as subjective career success. It was found that those with high perception of their competence possess more objective career success than those with low perception. And when perception of their own competence raises up to a certain level, subjective career success reduces.Tomlinson (2007) found that women feel inequality in opportunities for promotion and sufficient trainings despite support from the law for gender equality in employment. Kanlaya Kittitadakul (2001) found that the factors relating to the acceptance of female leaders' roles in bureaucratic organizations include the highest academic, gender socialization from family, social support in the form of information, competence, emotion, and feeling.

Pachada Tatpakorn (2006) found that 1) personnel in public agencies with different age have different acceptance of female leaders' roles in administration in terms of planning and directing. 2) Personnel in public agencies with different years' experience have different acceptance of female leaders' roles in administration in term of control. 3) Personnel in different ministries have different acceptance of female leaders' roles in administration in terms of planning, managing, directing, and control4) Administration under female leaders in public agencies in terms of planning, directing, and control positively relates to the acceptance of female leaders' roles in administration in terms of planning, managing, directing, and control. 5) Social support from supervisors for subordinates in terms of information, materials, facilities, knowledge and competency, emotion, and mind positively relates to the acceptance of female leaders' roles in administration in terms of planning, managing, directing, and control.

METHODOLOGY

This is a quantitative research. The population included 1,257 employees at all levels in NBTC (December 2015).The samples were obtained by purposive sampling. Sample size was calculated by the formula of Krejcie and Morgan (1970, cited in Theerawut Akakul, 2000). The independent variables included demography, sex, age, educational level; position; marital status; directive, supportive, participative leadership; IQ; conceptual skill, human relations skill, technical skill; and personality. The dependent variables included the acceptance of leadership, satisfaction, and work success. Content validity was assessed by inclusiveness of the objectives or behavior to be measured. The statistic used for finding quality was IOC (Index of item objective congruence). The contents of the questions were assessed for each item by 5 experts. The validity was accepted at 0.90. The descriptive statistics in the research included frequency, percentage, mean, and SD for demographic data analysis and behavior. The inferential statistics, i.e., one-way ANOVA and multipleregressionswere also brought to test the hypotheses and relationships between variables.
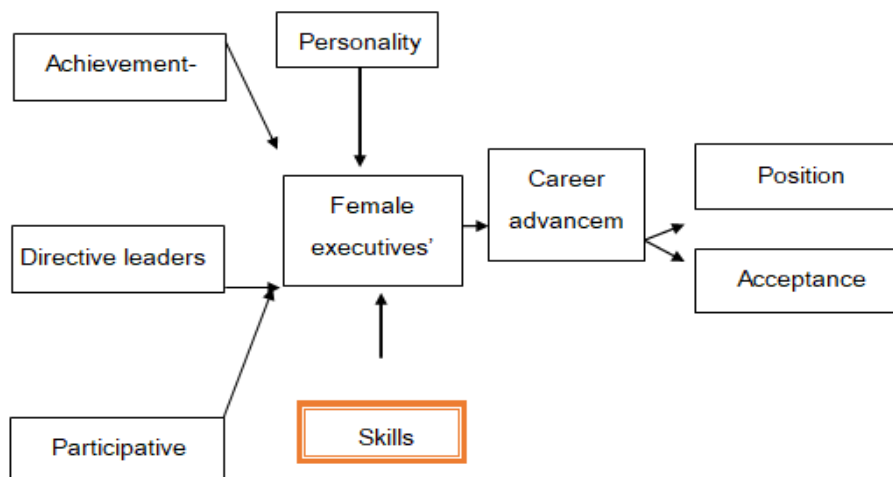
RESULTS

According to personal data analysis of the respondents, it can be concluded that most of them were female; age between 30 – 40; graduated with higher education than bachelor's degree; single; worked in operational positions; with less than 5 years' experience; and with monthly income between 20,000 -34,999 baht. According to the results, it was found that "the competence in describing or educating" was high ($\bar{X}$=3.99, S.D.= .948); followed by "human relations-you admire human relations of female executives" ($\bar{X}$=3.88, S.D.= .837); "technical skill-you admire female executives with technical knowledge" ($\bar{X}$=3.86, S.D.= .947); and "concept-female executives can prioritize their work" ($\bar{X}$=3.70, S.D.= .863). According to data analysis of leadership, it was found that the respondents gave priority to "directive leadership-female executives focus on work scheduling and cooperation" at the highest level ($\bar{X}$=4.24, S.D.=.898); followed by "achievement-oriented leadership-female executives set the goal of challenging tasks and always focus on high achievements" ($\bar{X}$=4.13, S.D.=.893); "participative leadership-female executives participate in all tasks" ($\bar{X}$=3.87, S.D.=.919); and "supportive leadership-female executives are advisors of subordinates for work competence improvement" ($\bar{X}$=3.82, S.D.=.919).For the acceptance of female executives' leadership that it was as good as that of male executives, it was rated at the highest level ($\bar{X}$=4.29, S.D.=.979).

Table 4.31.The results of relationship testing between skills, personality, IQ, technical skill, conceptual skill of female leaders and work success

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.283	.151		1.869	.063
IQ	.023	.054	.023	.426	.670
Conceptual	.165	.116	.151	1.420	.157
Technical	.314	.091	.296	3.449**	.001
Personality	.495	.048	.518	10.349***	.000
Skills	-.076	.182	-.066	-.417	.677

*Sig ≤ 0.05, **Sig ≤0.01, ***Sig = 0.000

Source: The researcher developed the model from the results.

Figure 1. The model of the relationship between female executives' leadership traits, administration, and administrative success of the broadcasting and telecommunication organization

To clarify, the competence of female executives to motivate people while working together ($\bar{x}$=4.17, S.D.=.932) was not inferior to that of male executives ($\bar{x}$=4.12, S.D.=.972). Achievements met the organizational objectives under female executives' leadership ($\bar{X}$=3.96, S.D.=.889). People were willing to work with female executives ($\bar{x}$=3.81, S.D.=.932).

Part6: Hypothesis Testing: According to the results of relationship testing between skills, personality, IQ, technical skill, conceptual skill of female leaders and work success, it was found that the relationship between technical skill (t = 3.449**) and personality (t = 10.349***) of female executives and work success was at the statistical significance of .05. Thus, "H5: Different skills (conceptual skill, human relations skill, technical skill) of female executives in the broadcasting and telecommunication organization do not have different effects on the acceptance of leadership" was accepted.

DISCUSSION

Female executives' leadership traits: Overall female executives' IQ was high ($\bar{X}$=3.88). The respondents viewed that female executives possessed high competence in describing or educating ($\bar{x}$=3.88); followed by the competence in memorizing and recalling information ($\bar{X}$=3.83); the competence in concluding ($\bar{X}$=3.80); their numerical accuracy ($\bar{X}$=3.77); and the competency in correct and fast work ($\bar{x}$=3.54). They were arranged in order by mean.

Female executives' skills: Overall female executives' IQ was high ($\bar{X}$=3.88) The respondents viewed that female executives could prioritize their work at a high level ($\bar{X}$=3.70); followed by their desire to learn new things all the time ($\bar{X}$=3.66); their ability to regularly apply concepts into real practice ($\bar{x}$=3.64); their usual ideas of creating new things ($\bar{X}$=3.55); and admiration for female executives' ideas ($\bar{x}$=3.52).They were arranged in order by mean.

Leadership: Overall directive leadership of female executives was high. The respondents viewed that female executives focused on work scheduling and cooperation at the highest level. Overall supportive leadership of female executives was also high. When considering in each aspect, the respondents viewed that female executives were advisors of subordinates for work competence improvement at a high level as they possessed high competence in describing or educating. Overall achievement-oriented leadership of female executives was high. The respondents viewed that female executives set the goal of challenging tasks and always focused on high achievements at a high level. To conclude, the respondents gave the first priority to achievement-oriented leadership; followed by directive, supportive, and participative leadership, respectively by mean. According to the research on attitudes toward female executives, it was found that female executives worked as efficiently as male executives at a high level. Organizational achievements under the lead of female executives were also as good as that of male executives. It was believed that female executives could lead in all agencies and

all levels in the organization, arranged by mean. For the acceptance from followers, the respondents accepted that female executives possessed competence not inferior to male executives. Their satisfaction as followers was high. The respondents were willing to work with female executives at a high level. For motivation, the respondents viewed that female executives could motivate people at a high level while working together. For leading work to success and achievements, the respondents viewed that they met the organizational objectives at a high level under the lead of female executives. For personality, the respondents viewed that female executives possessed the competence in describing or educating at a high level. According to hypothesis testing, it was found that female executives' leadership traits in the broadcasting and telecommunication organization directly related to their administrative success at the statistical significance of 0.05 ($P<0.05$); with negative relationship and linear correlation coefficient (path coefficient=-.525) (DE =-.525). This implied that female executives' poor leadership traits affected their administrative success at a high level. Executives' leadership traits indirectly related to administrative success of female executives at the statistical significance of 0.05 ($P<0.05$); with positive relationship and linear correlation coefficient (path coefficient = 1.669) (IE = 1.669).This implied that high administrative success of female executives must be based on good administration and their leadership traits. In other words, high administrative success of female executives was definitely arisen from executives' good leadership traits in the organization. To conclude, female executives' leadership traits related to their administrative success. Thus, the hypotheses were accepted. The hypothesis testing also revealed that administration directly related to administrative success of female executives at the statistical significance of 0.05 ($P<0.05$); with positive relationship and linear correlation coefficient (path coefficient = 1.420) (DE = 1.420). This implied that female executives' good administration definitely generated their high administrative success. To conclude, female executives' administration related to administrative success; Thus, the hypotheses were accepted.

Conclusion

According to the results, it was found that the samples as co-workers agreed most about executives' traits in terms of professional leaders, inspiration leaders, and individual-concerned leaders. This group of the samples also agreed most about organizational strategy management and executives' administrative styles. Regarding the results for analyzing to find the involved causal relationship between female executives' leadership traits and administration for success and the acceptance in the broadcasting and telecommunication organization, it was found that female executives' leadership traits and personality directly had the positive relationship with administration. Their leadership traits directly had the negative and indirectly had the positive relationship with administration. Also, administration directly had the positive relationship with administrative success. Professional leadership was the most crucial variable of female executives' leadership traits in this study. According to the results, it was found that the factors of personality, including demeanor, dressing, and manner hugely generated the acceptance of female executives' leadership; affected the acceptance; and led to work success as well as efficient administration for broadcasting and telecommunication organizations in

Thailand. The casual relationship model developed was appropriate because it conformed to the empirical data. Moreover, each factor was valid and acceptable. The factors were the most crucial variables of administrative style for executives; and of success in the acceptance of the executives. According to the results of the relationship testing between female executives' leadership traits, i.e., achievement-oriented, directive, participative, supportive and employee satisfaction, it was found that they significantly related to each other between directive leadership (t = 4.468***), which had the positive relationship. This implied that the more directive female executives were, the more acceptance they got from co-workers. The results were in accordance with the supportive (t = 292.3***), the achievement-oriented (t = 298***), and the participative (t = 155.2*) ones. Thus, the results of this research conformed to Douglas McGregor, who suggested the concept of organizational behavior, and concluded that administrative activities are all arisen from human behavior. The results also conformed to Mintzberg & Henry (1989), who suggested the concept of administrative roles (Mintzberg's Managerial Roles). They stated that interpersonal roles are to build interpersonal relationships, especially the role as leaders as it is a crucial sub-role in charge of motivating and encouraging people to work; recruiting; and training. Thus, female executives' leadership traits directly and positively related to administrative success.

Different female executives' IQ in the broadcasting and telecommunication organization have different effects on the acceptance of leadership. The results of the relationship testing between female executives' IQ and employee satisfaction, it was found that they related to each other (F = 88.154***) at the statistical significance of .05. This, "H4: Different female executives' IQ in the broadcasting and telecommunication organization have different effects on the acceptance of leadership" was accepted. The results implied that co-workers gave priority to female executives' IQ. This could be noticed by prioritization from high to low, i.e., their numerical accuracy, the competence in describing or educating, the competence in correct and fast work, the competence in concluding, and the competence in memorizing and recalling information. This implied that female executives' IQaffected their team lead. The results conformed to Rangsan Prasertsri (2001), who stated about charismatic leadership theory in term of leaders' unique charismas that inspire followers so that they will have confidence in leaders, devotion, and self-dedication to work for leaders. Charismatic leaders usually have visions and can communicate objectives of their groups; with self-confidence in their own and followers' competence. They can also work in situations under unclear objectives and uncertain environments. Demartino (1995) stated that leadership traits should consist of the following 6 key elements, i.e., physical traits (strong and well-built); social background (educated, living in good society, intellect, good decision making, and communication skill); pleasant personality (enthusiastic, emotional control, creative, ethical, and self-confident); best achievements-oriented (responsible and cooperative); honorable (accepted by members and other people); and sociable (wise in sociability). According to the results of the relationship testing between skills (conceptual, human relations, technical) of female leaders and work success, 3 elements were found relating to work success, i.e., conceptual (t = 1.420*), human relations (t = 3.449**), and technical (t = 10.349***), at the statistical significance of .05; with the

positive relationship. This implied that if female leaders possessed those 3 skills, there would bepositive effects on work under their lead. The respondents mainly focused on technical skill. This was possibly because their organization basically worked on technical jobs. So, both internal and external communication required technical knowledge and skill for efficient communication as well as success. The results conformed toKatz (2011), who suggested the 4 skills of successful administration. To clarify, executives should possess technical skill, i.e., knowledge and professionalism in activities with methods, processes, and procedures. This skill usually relates to using tools and special techniques for work such as mechanics who use various tools. Supervisors should be able to instruct them of how to use those tools. Accountants should use special techniques for their work, too. Human skill, it refers to the competence in working with others, cooperation, teamwork, work atmosphere creation, confidence, and freedom of individuals to express ideas. Conceptual skill refers to the competence to view overall perspectives of key elements in different situation; and to understand the relationships among elements. As for design skill, executives must possess competence beyond only problem recognition. Specifically, executives must possess problem-solving skill. The results also conformed to Griffin (2006), who set basic administrative skill and pointed that those with administrative success should possess technical skill, human relation skill, conceptual skill, diagnostic skill, communication skill, decision making skill, and time management skill.

The discussion of the results of this research can be applied to develop the model of administrative styles affecting success of broadcasting and telecommunication organizations. It will be the newly discovered model, resulting from this study. The new model can be applied further to develop a model of administrative styles affecting success in regulatory agencies toward rules and work implementation of other agencies. The new findings from this research discovered the factors influencing success of broadcasting and telecommunication organizations; possibly including other public regulatory agencies. They revealed the factors and elements in the process of acceptance of current female executives' roles, i.e., executives' leadership traits, which can be arranged in order as achievement-oriented, directive, and participative. There are still other factors and elements that undoubtedly affect acceptance and success in leading work teams or agencies. When arranging in order, they consist of personality and skills, regarded as personal characteristics but indispensable for work that aims to create satisfaction and motivation to work with executives; as displayed in Figure 1.

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