

# Female Executive Career Success and Satisfaction in Bangkok, Thailand

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**Abstract**—The objective of this research was to study the career success and the satisfaction of female executives working for schools in Bangkok, Thailand. This paper drew upon the survey data collected from 68 female executives. The survey conducted in on Bangkok schools. The statistics utilized in this paper included percentage, mean, standard deviation as well as t-test. The findings revealed that the majority of samples had more than 30 years of experience, held a master degree, and had an average income of less than 40,000 baht. The majority of respondents worked not more than 50 hours per week. In addition, the mean score revealed career development was ranked as their number one career satisfaction and having a job related to education was ranked as their number one job satisfaction. Also, the mean score of all categories of satisfaction was 4.61 with standard deviation of 1.677 which indicated that female executive level of satisfaction was high. In terms of the subjectivity career success, the hypothesis testing's result disclosed that female executives with different married status had a difference in their job satisfaction which was significant at the 0.05 confidence level.

**Keywords**—Female executives, Career Success, Satisfaction.

## I. INTRODUCTION

THE success in career is one of the human wish list and this success would make it easy for a person to fulfilled other hierarchical needs according to the theory of needs by Maslow [1]. The success can be measured by different ways and different methods. Female career success is considered a major concern in the previously male dominated society such as Thailand. For the last two or three decades, female career success has gained the supported from the government and general public. Many women began to obtain high level of management position in both in public and private sector.

Based on the last national survey in 2009, it was reported the population of Thailand is estimated to be 63,430,000 million and at birth, the gender ratio is 50.49% males and 49.51% females. When they grow up and move to college, the ratio is still the same, but when they both start to work, there will be more male executives and leaders than female executives and leaders. This situation used to be accepted by the society with framework of tradition and culture [2].

While Thai business and government organization are struggling to hold on to their best and brightest women, the persistence of the glass ceiling in male dominated culture makes this difficult. Dismantling the invisible barriers of glass ceiling requires an accurate understanding of the problems and faced by women, and the strategies needed to overcome these

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barriers. A SEC stock exchange survey reported that there were only 21 percent of female executives [3]. In Thailand, highest-ranking, successful women in business and government sectors are rare.

In recent report of female leadership in parliament members worldwide, there are only 13 countries with a female head of government. In response to this problem of underrepresentation gender, more than one hundred countries have introduced affirmative action policies for women in public administration and private organizations [4]. Since it is vital to understand female executive career in the modern Bangkok, this research is a quest of understanding an ongoing female executive situation and aimed to study what could be their level of satisfaction in subjectivity and objectivity career success.

## II. METHODOLOGY

### A. The Objectives of This Research

1. To study the success of the female executives in schools around Bangkok, Thailand.
2. To study the level of satisfaction of the female executives in schools around Bangkok, Thailand.

### B. Research Hypotheses

Based on literature survey the following hypotheses have been derived:

1. Do female executives with different demographic background have different satisfaction in terms of career success?
2. Do female executives with different demographic background have different satisfaction in terms of job performance?

### C. Research Framework

Research framework was drawn from many researches and from many high impact papers which offer very interesting theories of female success in the modern world [5]. In addition, a questionnaire was designed by using ideas from Taro Yamane [6].

The population used in this study was 271 female who hold a position of high level of management or executive position in schools around Bangkok, Thailand. By using the criteria of Taro Yamane [6], the researcher planned to collect a sample group for this study of at least 25 percent of the population. Then, a total of 68 respondents were selected by using simple random sampling for each zone of the school district. After that, the questionnaire was evaluated by five

experts in the field of education and human resources. A survey was considered valid only when the value of IOC was 0.5 or more. Then, 30 pilot samples were tested by using this questionnaire. The Cronbach alpha was more than 0.80. There were three stages in the process of selecting respondents.

Stage one: use the simple random sampling in all 20 school districts of the market. Five school districts were selected.

Stage two: quota sampling was used to get about 68 respondents for these five school districts.

Stage three: use systematic random sampling for getting about 30 days and to collect respondent about 2-3 respondents per day by distributing the questionnaire directly to each female executive.

### III. FINDINGS

The goals of this finding section in this research paper were to report sample characteristics and the main results of the data analysis which will be used to answer the four research questions as well as three hypotheses.

TABLE I  
SAMPLE CHARACTERISTICS

	Frequency	Percent	N
<i>Marital Status</i>			68
Single	26	38.24	
Married and live together	37	54.41	
Married and not live together	1	1.47	
divorce	4	5.88	
other	0	0	
<i>Experience</i>			68
1-10 years	2	2.94	
11-20 years	7	10.29	
21-30 years	23	33.83	
More than 30 years	36	52.94	
<i>Education</i>			68
High school/GED	0	0	
College/University	1	1.47	

The target group was 68 female in high level of management who currently work for school during Jan to June 2012. Table I exhibited the frequency and percentage of the female executive characteristics. A demographic profile indicated that the majority held master degree and one respondent had an undergraduate degree. Also, the majority of respondents had more than 30 years of experience in school management.

Table II exhibits the frequency and percentage of the female executive characteristics of the target group. A demographic profile indicated that the majority held a position of Director. The majority had the salary of less than 40,000 baht. For the working hours, it shows that the majority of respondents worked not more than 50 hours a week.

TABLE II  
CAREER CHARACTERISTICS

	Frequency	Percent	N
<i>Position</i>			68
Director	60	85.24	
Deputy Director	2	2.94	
Other	6	8.82	
<i>Salary</i>			68
Less Than 40,000 baht	30	44.12	
From 40,000 – 100,000 baht	26	38.24	
Not available	12	17.65	
<i>Hours of Working/week</i>			68
Less than 50 hours	34	50.00	
More than 50 hours	21	30.88	
Not available	13	19.12	

TABLE III  
SATISFACTION IN CAREER

	Mean	S.D.	Rank
1. Advancement	4.62	0.55	6
2. Salary	4.35	3.62	7
3. Position	4.68	0.47	4
4. Assignment	4.66	0.48	5
5. Benefit	4.31	0.85	8
6. Status	4.74	0.44	2
7. Choice	4.72	0.51	3
8. Development	4.81	0.40	1
Overall	4.61	0.91	

From Table III, the mean score can be used to rank the highest to the lowest satisfaction as follows: 1) Development, 2) Status, 3) Choice, 4) Position, 5) Assignment, 6) Advancement, 7) Salary, and 8) Benefit. Also, the mean score of all categories is 4.61 with standard deviation of 1.677 which indicates that female executive level of satisfaction was high.

TABLE IV  
SATISFACTION IN JOB

	Mean	S.D.	Rank
1. Education related to career	4.68	0.47	1
2. Schedule of work	4.32	0.72	4
3. High demand job	4.15	0.72	7
4. Big office space	4.19	0.67	6
5. Work with famous firm	4.22	0.64	5
6. Company growth	4.44	0.54	2
7. Freedom	4.41	0.55	3
Overall	4.34	0.61	

From Table IV, the mean score can be used to rank the highest to the lowest satisfaction as follows: 1) Education related to career, 2) Company growth, 3) Freedom, 4) Schedule to work, 5) Work with famous firm, 6) Company growth, 7) Freedom. Also, the mean score of all categories is

4.34 with standard deviation of 0.61 which indicated that female executive level of satisfaction was not very high.

TABLE IV  
 T-TEST, SATISFACTION IN TERMS OF MARITAL STATUS

	<i>Mean</i>	<i>S.D.</i>	<i>t</i>	<i>Sig.</i>
Married	4.26	0.39	-2.455	0.017*
Unmarried	4.49	0.36		

\* P value is less than 0.05

From Table V, a t-test was performed to test the significance of marital status different and it shows that there was a different in their level of satisfaction and it was significant at the level 0.05.

#### IV. DISCUSSION

The findings of this research revealed an astonishing fact that up to 60 percent of respondents held the position of Director, but the majority of their salary was less than 40,000 baht. However, up to 34 percent of respondents work more than 50 hours a week. The majority of them held a master degree and worked with the school for more than 30 years. This means that it is very hard for the female to get to the high position and their remunerator was relative low. In addition, the mean score revealed career advancement was ranked as their number one career satisfaction and having education related to job was ranked as their number one job satisfaction. When viewing the difference between married and unmarried, there was a significant difference in job satisfaction.

#### V. LIMITATIONS AND FUTURE STUDIES

The main limitation of this paper came from sampling only a small population of female executives in the Bangkok area. The sample may not therefore represent the overall female executive of Thailand. As a consequence, the findings may not be generalized to represent the whole nation. Therefore, future research should use random sampling with the female executives of the whole nation. Also, future studies should cover not only on female executive in the government sector but also in private sector. Then, it will possible to develop more general strategies that are suitable to reduce dissatisfaction in female career success.

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