

ABSTRACT

This study was aimed at investigating the relationship between Subordinate Characteristics and their Perception of the effectiveness of male and females performance of managerial functions. A total of 219 questionnaires were distributed to all staff members of Wella (Thailand) Co. Ltd., in the head office. All 219 sets were returned and considered valid for the study.

The study found no significant relationships between two out of three subordinate characteristics and perception of male and female managerial effectiveness. One factor, subordinates' attitude, was found to significantly relate with perception of male and female managers' effectiveness in performance.

In all five functions of management studied: planning, organizing, leading, communicating, and controlling, the majority of respondents were undecided about the differences between male and female managers in terms of their managerial performance. The lowest scores were evidenced by female managers in terms of the planning function, and the highest for leadership. There were significant differences in subordinate perception of male and female managers' overall managerial performance, as well as their performance on four out of five management functions.

The findings showed that whereas the largest number of subordinates were undecided on whether female managers were better than men in their performance of

functions, there was a stronger agreement with male managers' better managerial performance, than that of female managers.

The recommendations, based on the findings, were that the company should offer more equal opportunities to its female managers, more training for its present employees who are both male and female, in terms of removing negative stereotypes about women, as well as allow women to emphasize their strong points, in communication and leadership, in their jobs as managers. The study concluded with some suggestions for future research.

