

THAI WORKING WOMEN'S ATTITUDES TOWARD CAREER ADVANCEMENT
OPPORTUNITIES: A STUDY OF WORKING WOMEN IN OPERATIONAL LEVEL
POSITIONS

A MASTER'S PROJECT
BY
MRS. WANDA RADCHAWONG

Presented in Partial Fulfillment of the Requirements for the Master of Arts Degree in
Business English for International Communication
at Srinakharinwirot University
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AN ABSTRACT
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Project Advisor: Mr. Leory A. Quick.

This research project explored the attitudes of Thai women working in operational level positions toward career advancement opportunities.

The purpose of this study was to seek Thai working women's attitudes toward career advancement opportunities as well as to determine if there is a relation between women's attitudes toward career advancement opportunities and family responsibilities.

Data in the research were derived from a survey of 80 working women. Those 80 working women were divided into 2 groups. The first group was 40 working women with family responsibilities. The other group was 40 working women without family responsibilities.

The findings showed that Thai working women desired to have career promotions and wanted to achieve high level positions, and family responsibilities did not affect the attitudes of Thai working women toward career advancement opportunities.

ทัศนคติของผู้หญิงทำงานต่อโอกาสความก้าวหน้าในงานอาชีพ: การศึกษาผู้หญิงทำงาน
ในตำแหน่งระดับปฏิบัติการ

บทคัดย่อ

ของ

นางวันดา ราชวงษ์

เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษาตาม
หลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ
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การศึกษาผู้หญิงทำงานในตำแหน่งระดับปฏิบัติการ

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งานวิจัยฉบับนี้ศึกษาทัศนคติของผู้หญิงทำงานในตำแหน่งระดับปฏิบัติการที่มีต่อโอกาส
ความก้าวหน้าในงานอาชีพ

วัตถุประสงค์ของงานวิจัยฉบับนี้ มุ่งศึกษาทัศนคติของผู้หญิงทำงานที่มีต่อโอกาส
ความก้าวหน้าในงานอาชีพ รวมทั้งศึกษาว่า ภาวะความรับผิดชอบต่อครอบครัวมีผลต่อทัศนคติของ
ผู้หญิงทำงานที่มีต่อโอกาสความก้าวหน้าในงานอาชีพหรือไม่

ข้อมูลของงานวิจัยครั้งนี้ได้มาจากการสำรวจกลุ่มผู้หญิงทำงานจำนวน 80 คน โดยแบ่ง
ผู้หญิงทำงานเหล่านี้ออกเป็น 2 กลุ่ม กลุ่มแรกคือผู้หญิงทำงานที่มีภาวะความรับผิดชอบต่อ
ครอบครัวจำนวน 40 คน และกลุ่มที่สองคือผู้หญิงทำงานที่ไม่มีภาวะความรับผิดชอบต่อครอบครัว
จำนวน 40 คน

ผลการวิจัยพบว่า

- ผู้หญิงทำงานต้องการการเลื่อนตำแหน่ง และต้องการประสบความสำเร็จในงานอาชีพ
ด้วยการได้ดำรงตำแหน่งสูง ๆ ในองค์กร
- ภาวะความรับผิดชอบต่อครอบครัว ไม่มีผลต่อทัศนคติของผู้หญิงทำงานที่มีต่อโอกาส
ความก้าวหน้าในงานอาชีพ

The Master's Project Advisor, Chair of Business English for International Communication Program and Oral Defense Committee have approved this Master's Project as partial fulfillment of the requirements of the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

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This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts Degree in Business English for International Communication of Srinakharinwirot University.

..... Dean of the Faculty of Humanities

(Assistant Professor Chaleosri Pibulchol)

January....., 2006

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CHAPTER 1

INTRODUCTION

General Background

Thai women have joined the work force in large numbers, but they have not risen to senior responsible positions equal to those of men. Statistics collected by the National Statistical Office (NSO), Office of the Prime Minister indicate that the employed female workforce in Thailand in the year 2003 was 44.82% while the employed male workforce was 55.18% (Social Statistics Division, National Statistical Office. 2004 : Online). These percentages demonstrate the fact that women have only a slightly lower participation rate than men in the workforce. Women have entered into every business sector. According to NSO's data, the number of employed persons classified by industry, sex and work status shows that in the year 2002, women have participated in agriculture, mining, manufacturing, construction, commerce, transport, storage, communication and services. However, the majority of women in the labor force are found in the low paid jobs. Women's employment status is relatively lower than that of men. Although some well-educated women have achieved considerable occupational advancement, many women still remain concentrated in

traditional and relatively low status work (Social Statistics Division, National Statistical Office. 2004 : Online).

The percentage of workers in the private sector classified by size of the company, level of position and sex, as presented by the NSO in 1998 shows that 54.4% of women were at low level functional jobs, while men held 45.6% of these jobs. Women at the supervisory level had 39.0% of the jobs compared with men which had 61.0%. At the department manager level, women occupied 33.3% of the positions whereas 66.7% were occupied by men. At the director level, 22.8% were women while 77.2% of directors were men. These figures clearly reflect Thai working women's status. A very small percentage of working women climb to executive level positions. Chancha Suvannathat studied about women status in Thailand. Her research was included in the book "Women In Asia". Chancha mentioned in her research that women with positions of authority and responsibility or with managerial skills are not prominent. However, Thai women have gradually developed their abilities (Suvannathat. 1992 : 284). Phuangphet (1981, cited in Women In Asia. 1992) stated that some women successfully competed on equal terms with men and obtained scholarships to study abroad. They became civil servants upon their return and took an active part in administration positions in government.

According to M. L. Puntarik Samiti, Director of the Division of Workforce and Entrepreneur Development Promotion, Department of Skill Development, Labour and Social Welfare Ministry, there were about 33 million Thai labourers across the country in 2004. About 48% of all labourers were women which were mostly in low-paid jobs without any opportunity for advancement. Less and less women could be found in higher positions in the government sector. When the root causes of the problem were investigated, it was found that women lacked educational opportunities, they had no chance for pre-job and on-job training in their careers, many Thai women were not aware that their career opportunities were limited and some of them preferred to give priority to their families over their careers (Samiti. Interview. 2004).

M. L. Puntarik pointed out that men and women had different working styles. Men were good in planning and decision making while women were more detail-oriented. If they had an opportunity to work and utilize their strong points together, the work completion would be more effective and successful.

The obstacles that have blocked women from achieving senior level positions can be grouped into three main categories.

First, women and men are treated unequally. Chancha (1992 : 284) mentioned that women often received discriminatory treatment concerning wages and have fewer opportunities for promotion than men.

Second, basic attitudes of Thai society continue to play a very important role in determining women's status. Studies promoted by the National Commission on Women's Affairs reveal that the problem of inequality between the sexes stemmed from the fact that Thai society in former days was male-oriented, with too rigid a sexual division of labour. With regard to women's participation in decision making within the household, the husband took the major role in most decisions while the wife took supportive roles (Suvannathat. 1992 : 290). In the past, Thai women took very little part outside their homes. Most of their responsibilities were housework, child care or elderly care, while men worked for income to support their families. Women's roles within households were not considered as significant tasks if compared with men's roles. Women, therefore, were assumed to have less ability than men. Thai society continues to believe that women are qualified to play, and should play, roles inferior to those of men.

The third and final obstacle that blocks women from career advancement is women's own attitudes concerning out-of-home work and career advancement in general.

Chancha pointed out that 10.8% of working women respondents in her survey refused offers for higher positions. The main reason given by the respondents who declined promotion offers was that they did not want to be in a responsible position, rather than any indication that it was difficult for them to perform the work. It could be interpreted that these women were not very “career-minded” or did not have higher achievement motivations although these would be only “interpretations” not facts. Another finding from this study was that a high percentage of married working women responded that they would probably consider what their families wanted first before agreeing to a request for extra duties from their employer. Chancha added that full-time employment added to child care and housekeeping responsibilities, has often resulted in too much work and burden for working women. There are several time conflicts when a working woman is required to be away from home while the care of children or other household responsibilities demand her presence at home (Suvannathat. 1992: 295).

The results from Chancha’s study are consistent with Samar’s statement regarding women’s inner fears. According to Samar, one of the most common fears of women is the fear of professional success. Women in most societies are taught that it is unnecessary for them to have a high level of education because after they get married,

their husbands will be responsible to work for them. Unlike men, women's achievements are evaluated not only in terms of their professional or job performance, but also in terms of their social performance. Women are measured on how well they perform their duties as a child, a sister, a wife and a mother. Consequently, women fear that time invested to achieve professional success may detract from their desire to achieve success at home, this intern may obstruct their desire to work to the best of their abilities in jobs outside the home (Edgar Samar, 2004: Online).

Women in Thailand (and around the world) have entered the out-of-home workforce in massive numbers, yet most women remain in lower level jobs than men. Reasons for this fact include discrimination by employers, societal attitudes toward women and women's own attitudes toward out-of-home work and careers in general.

Today's working women are confronted with an endless maze of options, opportunities, pressures and threats that force them to make decisions, minor and major, that favor career over family, or family over career or attempt to somehow balance the two sets of responsibilities.

Blau, Ferber & Winkler (2002) point out that working women confront the problem of balancing family demands and career responsibilities throughout their lives. Young

women may have responsibilities for their own children followed by responsibilities for ill or elderly parents or other family members. These young women may have limited job responsibilities, but as they are promoted up the career ladder, their professional responsibilities increase.

Purpose of the Study

The purpose of this study focused on Chancha's third obstacle that blocks women's career advancement, i.e. Thai working women's attitudes toward career advancement opportunities: desire for promotion, family or career first, balancing family and career responsibilities. This study also sought to determine if there was a relation between women's attitudes toward career advancement opportunities and their family responsibilities. This led directly to two research questions.

Research Questions

1. What are the attitudes of Thai working women toward their desire for career promotion, putting family or career first, and balancing family and career responsibilities?
2. Do family responsibilities affect the attitudes of Thai working women toward career advancement opportunities?

Significance of the Study

The findings from this study are beneficial for women. Women gain insight into their attitudes toward career advancement opportunities. Additionally, the findings from this study are helpful for governmental policy and planning organizations that seek to promote women's opportunities. This study is also useful to private enterprises that seek to better utilize their female employees and therefore wish to revise their human resources' policies in terms of personnel development and promotion planning, as well as compensation, benefits and welfare packages.

Scope of the Study

Eighty working women (female employees who worked in a business organization with an office environment to earn revenue to support themselves and/or their families) who were working in operational level jobs (those without significant authority or responsibility) were studied. The working fields of these women were not specific. They worked in any professional field such as administration, sales, marketing, finance or services, so long as they were working in operational level jobs in an office environment. This study did not include women who were working in supervisory, managerial and executive levels. The working women in this study were classified into two groups based on their family

responsibilities. Each group consisted of 40 participants. The first group included 40 *working women with family responsibilities* such as childcare, elderly care, or care of handicapped or other dependent relatives. The second group consisted of 40 *working women without family responsibilities*.

Methodology

The research tool in this study was a questionnaire. (See Appendix) The questionnaire was distributed to 80 women who were working in private organizations located in the greater Bangkok area. These 80 women were selected based on three criteria.

The first criterion was that they were working in an office environment. The second criterion was they must have been working in operational level positions in order to study the attitudes of operational level women toward career advancement opportunities. They were secretaries, salespersons, accountants, or office clerks. This study focused on the working women in operational level positions because this level was considered as the beginning step in the professional arena. The female employees in this level have potential to be promoted to higher positions.

The third criterion was that these women must have had at least one-year working experience to insure that they have had enough professional experience to form their own attitudes toward career advancement (the opportunity for an employee to be promoted to a higher level position with more responsibility, authority and remuneration). The subjects of this study were single, married, divorced or widowed with, or without, dependent children or other relatives in order to compare the results based on their family responsibilities.

The questionnaire used in this study was first prepared in English and was divided into two parts. The first part sought information about the respondent's personal background including age, educational level, family responsibilities and professional profile. The second part was concerned with the respondents' attitudes toward career advancement opportunities. In order to receive accurate responses from respondents, the questionnaire was translated into Thai.

Definition of Terms

Working women are female employees who work in a business organization with an office environment to earn revenue to support themselves and/or their families.

Operational level means a position in a business organization occupied by bottom or middle level functional employees who do not have significant authority or responsibility.

The job scope in this kind of position includes mostly routine tasks, for example the position of department administrator, or secretary.

Career advancement is the opportunity for any employee to be promoted to a higher level position with more responsibility, authority and remuneration.

Family responsibilities in this study means the personal burdens which are taken care of by the working women with little or no assistance from working male family members. These burdens include housework, child care, elderly care, or care of handicapped or other dependent relatives.

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter includes an overview of related literature including (1) women in organizations, (2) balancing work and home, (3) the married female employee, (4) working women with child care responsibility (5) Do women fear success? and (6) the Attitude Scaling Method.

Women in Organizations

Women are entering into the labour market in larger numbers than in the past. The female workforce is participating in every business area. However, most women are working in the low level jobs. As described by Flanders (Flanders. 1994: 16), although women make up nearly half of the UK workforce, the majority of them work in low status occupations or in a limited selection of business sectors. Over 60 per cent of working women are found in clerical and related industries (with women filling the majority of typing, secretarial and cashier posts); in education and training, health and welfare and public administration; and in catering, cleaning and other personal services.

There are a few organizations which have made a positive effort to increase the number of women at senior levels. Some 80 per cent of clerical workers and 97 per cent of secretaries are female and women still only account for 3 per cent of senior managers and 9 per cent of management as a whole. However, about half a million women join the UK workforce each year and labour market trends show that women are expected to account for just over 80 per cent of the labour growth by the year 2006 (UK Employment Department statistics). (Flanders. 1994: 16)

Though women have work outside the home, they are still the key persons who take care of home responsibilities which vary from child care, house cleaning, cooking, and shopping to gardening, home repairs and taking care of the family finances. Bullock mentioned that women have always worked, and their labour 'plays a key role in the survival of millions of families'. They work longer hours than men and have a greater range of responsibilities, but the work they do is often neither publicly nor privately acknowledged. Women have in common the multiple activities they are expected to carry out, while their 'official' sphere is the home and family. The extent of female disadvantage, and the forms it takes, may vary but what remains constant is that women have seldom been more disadvantaged than men in any society (Bullock. 1994: 1).

Balancing Work and Home

Family responsibilities have a negative effect on working women. As described above, many working women have dual responsibilities – those of the work and the home – and home responsibilities are more time-consuming for most women than for men. Increased work responsibility and pressure as women move up the career ladder adds to the stress caused by having to integrate their dual roles and find the time to adequately discharge all their responsibilities.

This inequality adds to women's career problems and is one reason for an increasing number of dedicated career women staying single, getting divorced, delaying having children or opting to remain childless (Flanders. 1994: 83).

It is unfair and unrealistic to expect a woman to have the strength and energy to be a full-time career person as well as a wife and mother (Flanders. 1994: 84). It is clear that most working women have responsibilities both at work and home which makes it difficult for them to handle both sets of responsibilities effectively. Bullock mentioned that no discussion of what women do would be complete without referring to the question of domestic responsibilities, and women's 'double burden'. Whether or not women are in paid employment, whether or not they are working in farms, family enterprises or their own

businesses, they are still responsible for the management of the home. The entry of women onto the labour market has not yet had the effect of relieving them of a share of housework and child care. Women simply work longer hours in order to complete all their work. This phenomenon is called the “double shift” or “double burden” – for obvious reasons (Bullock. 1994: 30). Unger and Crawford explain that although gender roles are changing in many ways, housework and child care remain largely the responsibility of women. For example, a recent study of more than 3,000 U.S. couples showed that women worked more than twice as many hours per week (33 hrs. 10 min.) than men (14 hrs. 44 min.) on household chores (Unger & Crawford. 1996: 428).

Women encounter the problems of balancing family demands and paid work throughout their lives. Young working women often need to take care for small children. Because individuals have a limited amount of time and energy, they confront a trade-off between doing full justice to their job and fully meeting family responsibilities. Balancing these demands is generally most difficult for employed women with families because they typically do most of the housework, as well as child care and elderly care, thus in effect facing a “second shift”. It has been argued that time spent in housework may reduce the

effort to expend on work outside the home (Blau, Ferber & Winkler. 2002: 355). This might be one reason for women to refuse promotion opportunities.

The Married Female Employee

In practice, the majority of married women still face more problems than men, with most feeling that they take on a far wider range of responsibilities than men. The problems married women face include:

- encountering employers who expect them to have children at some stage in the future
- taking on the greater share of the domestic burden at the end of a long working day, with the resultant drain of energy
- feeling guilty if domestic chores remain undone
- experiencing conflict with their partners over the split of domestic responsibilities or experiencing conflict between career and family priorities
- taking on the greater share of caring responsibilities for both sets of older parents.

(Flanders. 1994: 86)

All of the above problems have formed women's inner fears to accept a career

promotion. If women choose to give the priority to their work, they will have to encounter increased workload and high levels of responsibility to prove their abilities and achieve career advancement. If women give the priority to their families, they will have fewer opportunities to compete with their colleagues for promotions. Blau, Ferber and Winkler state that the difficulties of mothers of infants and toddlers are particularly serious because many are also at the age when workers need to prove themselves on the job and to begin to show that they are upwardly mobile if they are to make much progress. Their extra responsibilities are apt to make it more difficult for them to compete with their male counterparts (Blau, Ferber & Winkler. 2002: 60).

Working Women with Child Care Responsibility

Contraception and improvements in career opportunities open to women, modern social attitudes and employment legislation have resulted in a greater number of women actively seeking to combine a career and motherhood. Women are delaying childbirth until they have established their career, and the amount of time they spend out of employment has reduced considerably with many mothers returning to their full-time career shortly after having children. However, combining work and motherhood inevitably adds to women's problems. They suffer:

- increased responsibility, calls on their time and emotional and physical pressure/stress
- feelings of guilt because they are unable to give either their work or their children their total time and attention
- stereotyping by employers who assume them to be incapable of meeting the full commitments of their job
- restricted career opportunities due either to employers' attitudes or family commitments.

(Flanders. 1994: 88)

The great burden for women is taking care of their small children until they become more independent. Blau et. al. observed that the home responsibility for women peaks during the childrearing years and then declines as children grow up and become more self-sufficient (Blau, Ferber & Winkler. 2002: 45). This statement is in accordance with Stockman's that mothers are generally presumed to have greater responsibility for the care of young children (Stockman, Bonney & Xuewen. 1995: 101). This means the child care has a negative effect on women's participation and attitudes toward work and career opportunities. The impact of children on women's labour force participation may be

discerned by comparing the participation rates of women with small children (children under 6) to the rates for women with school-age children (children 6-17), within each marital status category. We see that the presence of small children has a negative effect on women's participation, no doubt because they greatly increase the value of time spent at home (Blau, Ferber & Winkler. 2002: 102).

Do Women Fear Success?

Horner believed that many bright and academically able women are motivated to avoid success because it puts them in danger of social rejection (Unger & Crawford. 1996: 455). As it is difficult for women to keep a balance between work and home or private life, they may be afraid that if they aim to be successful in work, they might fail to be good wives and mothers for their families.

The Journal of General Management sets out the main reasons that have been identified by various studies of why a small number of women are found in senior positions. The first reason is women themselves: lack of education and training; lack of a continuous careers as a result of breaks for child-rearing and some preference for part-time work and lack of confidence or drive to succeed (Bullock. 1994: 28).

Unger described that starting at an early age, girls see their career options as limited. When first and second-grade children were asked "What would you like to be when you grow up?" thirty-three boys named eighteen different occupations and thirty-three girls named only eight. Girls' top choices were 'nurse' and 'teacher'. The reason why women have low expectations for their career options may lie partly in women's awareness of the social obstacles. If a woman suspects that her attempt at a career may lead to devaluation of her competence, the stresses of being a token, sexual harassment, discrimination, or social rejection, she may think it pointless to hold high aspirations (Unger & Crawford. 1996: 451).

The working environment with a male majority may also discourage young women from attempting to enter the workforce and climb up to senior positions. In this way, past discrimination continues to have an impact on younger women. Lacking contact with or firsthand knowledge of successful women, they may assume (quite possibly erroneously) that they too would be unable to succeed. Even if women believe that time have changed and that their prospects for success are greater than indicated by the present low representation of women, the scarcity of women may still pose problems for them to enter predominantly male fields. Younger women may also lack access to the knowledge that

older women have acquired about successful strategies for combining work roles and family responsibilities. Thus, they are forced to be pioneers, and blazing a new trail is undoubtedly more difficult than following along a well-established path (Blau, Ferber & Winkler. 2002: 177).

There may also be stereotyped views about women's qualifications that result in able women receiving fewer opportunities. For example, it may be believed that women are not aggressive enough, are unwilling to relocate for higher positions. When they have families, they are less committed to their jobs than their male counterparts (Blau, Ferber & Winkler. 2002: 216).

Attitude Scaling Method

According to the University of Salford, people's attitudes are influenced by patterns of belief which result in people's behavior. For example, if someone has positive attitudes toward his/her workplace, then it might be expected that that person is likely to contribute his/her full effort for the company's benefit (University of Salford, UK. 2004: Online).

The scaling method which is applied to this study is the Likert Scale as it is one of the most commonly used scales in determining respondent attitudes. The Likert scale method employs a simple categorical scale which presents a number of statements to

respondents. The statements may be positive or negative. In responding to each statement, the respondent is provided with a range of possible responses. They are “strongly agree”, “agree”, “undecided”, “disagree”, and “strongly disagree” (University of Salford, UK. 2004 : Online).

CHAPTER 3

METHODOLOGY

This chapter discusses the research procedures which proceeded in four steps: develop a questionnaire, distribute the questionnaire to the sample group, classify the returned questionnaires based on the family responsibilities of the respondents and analyze and compare the results.

Research Procedures

Develop a Questionnaire

The research tool for this study was a questionnaire which was divided into two parts. The questionnaire was first written in English then translated into Thai for use with the sample group. (See Appendix) The first part sought information about the respondent's personal background including age, educational level, family responsibilities and professional profile. The second part was concerned with the respondents' attitudes toward career advancement opportunities.

Distribute the Questionnaire to the Sample Group

The sample group of this study was working women in any private organization in the Bangkok area. Since the researcher was employed, and there were many private organizations with offices in the Sun Towers Building located in the Jatujak District of Bangkok, the researcher used the Sun Towers Building as the location for distributing the questionnaires. While distributing the questionnaires, the researcher verified that all respondents met the three criteria of this study, i.e. they were working in an office environment, they were working in operational level jobs, and they had a minimum of one year working experience. Further, all respondents were asked about their family responsibilities. The researcher distributed 50 questionnaires to participants, who were *working women with family responsibilities* such as childcare, elderly care, or care of handicapped or other dependent relatives. The other 50 questionnaires were distributed to *working women without family responsibilities*. Each questionnaire was accompanied by one return stamped envelope addressed to the researcher. 40 questionnaires from each group were returned. The questionnaires were distributed and collected during May 2005.

Classify the returned questionnaires based on the family responsibilities of the respondents.

The respondents had one week to answer the questionnaires and returned them to the researcher. The returned questionnaires then were classified according to the respondents' family responsibilities, or lack thereof, in order to compare and analyze the results of the two different groups.

Analyze and compare the results.

The results from the questionnaires were analyzed in order to identify the working women's attitudes. The results were compared based on the respondents' family statuses in order to find out whether family responsibilities were significant factors that effect working women's attitudes toward career advancement opportunities. Other demographic data were used to identify the broad profile of the respondents. The results are presented in tables and described in percentages in the following chapter.

CHAPTER 4

FINDINGS

The findings of the study are presented in this chapter. The completed questionnaires are classified into 2 groups based on the working women's family statuses: *working women with family responsibilities* and *working women without family responsibilities*. Details of the data obtained from the completed questionnaires are divided into the 2 parts of the questionnaire:

Part 1: Personal background, family responsibilities and professional profile

Part 2: Attitudes toward career advancement opportunities

Summaries and interpretations are presented and discussed in the order of the questions in the questionnaire. The findings with regard to working women with or without family responsibilities are compared for each question. Tables are drawn to display the findings in percentages and a brief discussion is presented below each table.

Part 1: Personal background, family responsibilities and professional profile

The working women who participated in this study were selected based on 3 criteria:

they must have been working in an office environment, they must have been working in an operational level position and they must have had at least one year working experience. The information related to the respondents' personal profile including age, educational level, business field and working experience are presented in Tables 1-4.

Table 1 Respondent Age

Age Range	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Count	Percentage	Count	Percentage
Below 25 years	2	5.0%	8	20.0%
25 – 30 years	19	47.5%	22	55.0%
31 – 35 years	8	20.0%	5	12.5%
36 – 40 years	8	20.0%	4	10.0%
41 – 45 years	1	2.5%	1	2.5%
46 – 50 years	2	5.0%	0	0.0%
51 – 55 years	0	0.0%	0	0.0%
56 – 60 years	0	0.0%	0	0.0%
Over 60 years	0	0.0%	0	0.0%
Total	40	100%	40	100%

Table 1 shows the age distribution of the 40 Thai working women with family responsibilities and 40 working women without family responsibilities who participated in this study. The majority of both sample groups were in the age range between 25 - 30, 19 (47.5%)

working women with family responsibilities and 22 (55.0%) working women without family responsibilities. No respondent was more than 50 years of age.

Table 2 Respondent Educational Level

Level	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
High School/Vocational school	1	2.5%	1	2.5%
Diploma	5	12.5%	7	17.5%
Bachelor's Degree	30	75.0%	26	65.0%
Master's Degree	4	10.0%	6	15.0%
Doctorate	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%
Total	40	100%	40	100%

Table 2 indicates that the majority of the respondents from both groups had obtained Bachelor's Degrees. Thirty (75.0%) respondents were working women with family responsibilities and 26 (65.0%) respondents were working women without family responsibilities. Five (12.5%) working women with family responsibilities and 7 (17.5%) working women without family responsibilities graduated at the Diploma level. Only 1 respondent (2.5%) in each group had graduated at the High School/Vocational level. Four (10.0%) working women with family responsibilities and 6 (15.0%) working women without family responsibilities had Master's Degrees. No respondent had obtained a Doctorate or other higher Degree.

Table 3 Respondent Business Fields

Field	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
Accounting/Finance	13	32.5%	6	15.0%
Administrative/Secretarial	10	25.0%	7	17.5%
Business Development	0	0.0%	1	2.5%
Customer Services	2	5.0%	4	10.0%
Engineering	1	2.5%	1	2.5%
Hospitality/Tourism	0	0.0%	0	0.0%
Human Resources	4	10.0%	2	5.0%
Insurance	0	0.0%	0	0.0%
Marketing/Sales	5	12.5%	2	5.0%
Procurement	3	7.5%	8	20.0%
Teaching/Education/Training	0	0.0%	1	2.5%
Other	2	5.0%	8	20.0%
Total	40	100%	40	100%

Table 3 illustrates the working fields of the respondents. The majority of working women with family responsibilities were working in Accounting/Finance and Administrative/Secretarial fields at 32.5% and 25.0% respectively. Meanwhile, the largest group of working women without family responsibilities was working in procurement and other business fields, 8 respondents or 20.0% in each field. Seven (17.5%) working women without family responsibilities were working in Administrative/Secretarial positions, and 6 (15.0%) were working in the field of Accounting/Finance.

Table 4 Respondent Working Experience

Period	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
One – Three years	14	35.0%	17	42.5%
Four – Six years	9	22.5%	9	22.5%
Seven – Nine years	8	20.0%	13	32.5%
More than Nine years	9	22.5%	1	2.5%
Total	40	100%	40	100%

Table 4 demonstrates that the largest number of respondents in both groups had 1-3 years working experience, 14 (35.0%) working women with family responsibilities and 17 (42.5%) working women without family responsibilities. Nine (22.5%) of the respondents in each group had 4-6 years working experience. Eight (20.0%) working women with family responsibilities and 13 (32.5%) working women without family responsibilities had 7-9 years working experience. Nine (22.5%) working women with family responsibilities, but only 1 (2.5%) working women without family responsibilities, had more than 9 years working experience.

The findings from Part 1 can be summarized as follows: the number of respondents who participated in this study were in the age range between 25-30 years, and had obtained a Bachelor's Degree. The largest number of working women with family responsibilities was working in Accounting/Finance and Administrative/Secretary fields, while the largest number of working women without family responsibilities was working in procurement and other business

fields. The largest number of the respondents in both groups had 1-3 years working experience.

Part 2: Attitudes Toward Career Advancement Opportunities

The findings presented below report the sample group's attitudes toward their career advancement opportunities.

Table 5 Opportunities for Promotion

The respondents answered the following questionnaire item, "Have you had a chance to be promoted to a higher position with more responsibilities and authority?"

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
Yes	26	65.0%	22	55.0%
No	14	35.0%	18	45.0%
Total	40	100%	40	100%

Table 5 shows that the majority of women, 26 (65.0%) working women with family responsibilities and 22 (55.0%) working women without family responsibilities, reported that they had been given a chance to be promoted to a higher position. Fourteen (35.0%) working women with family responsibilities and 18 (45.0%) working women without family responsibilities had not.

Table 6 Acceptance or Refusal of Promotion Offer

The respondents answered the following questionnaire item, "If you are offered a higher position with more responsibility and authority, will you accept or refuse the offer?"

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
Accept	38	95.0%	35	87.5%
Refuse	2	5.0%	5	12.5%
Total	40	100%	40	100%

Table 6 illustrates that 38 (95.0%) working women with family responsibilities, and 35 (87.5%) working women without family responsibilities would accept an offer for promotion.

Only 2 respondents (5.0%), who were working women with family responsibilities, reported that they would refuse a promotion for the reasons noted below.

The first respondent ranked her reasons for refusing a promotion as:

Most important: I am not confident in my ability to do the work.

Important: I wish to avoid personal emotional stress.

Least important: I am concerned about being unable to fulfill my family obligations.

The second respondent ranked her reasons for refusing a promotion as:

Most important: I wish to avoid personal emotional stress.

Important: I am not confident in my ability to do the work.

Least important: I do not want to be in a responsible position.

The reasons for refusing a promotion from the two working women with family responsibilities are displayed in Table 7 below.

Table 7 Reasons for refusing a promotion: Working women with family responsibilities

Reason	The most important	Important	The least important
I do not want to be in a responsible position.			1
I am not confident in my ability to do the work.	1	1	
I am concerned about being unable to fulfill my family obligations.			1
I am apprehensive of a conflict with my family.			
I wish to avoid personal emotional stress.	1	1	
I wish to avoid personal physical fatigue due to working both at the office and at home.			
Other.....			

Five respondents (12.5%), who were working women without family responsibilities, reported that they would refuse a promotion for the reasons noted below.

The first respondent ranked her reasons for refusing a promotion as:

Most important: I am not confident in my ability to do the work.

Important: I wish to avoid personal emotional stress.

Least important: I do not want to be in a responsible position.

The second respondent ranked her reasons for refusing a promotion as:

Most important: I am not confident in my ability to do the work.

Important: I wish to avoid personal emotional stress.

Least important: I do not want to be in a responsible position.

The third respondent ranked her reasons for refusing a promotion as:

Most important: Other: "The challenge of the job."

Important: I am concerned about being unable to fulfill my family obligations.

Least important: I do not want to be in a responsible position.

The fourth respondent marked only one reason for refusing a promotion as:

Most important: I am not confident in my ability to do the work

The fifth respondent ranked her reasons for refusing a promotion as:

Most important: I am not confident in my ability to do the work

Important: I do not want to be in a responsible position

Least important: I wish to avoid personal emotional stress.

The reasons for refusing a promotion by the five working women without family responsibilities are displayed in Table 8.

Table 8 Reasons for refusing a promotion: Working women without family responsibilities

Reason	The most important	Important	The least important
I do not want to be in a responsible position.		1	3
I am not confident in my ability to do the work.	4		
I am concerned about being unable to fulfill my family obligations.		1	
I am apprehensive of a conflict with my family.			
I wish to avoid personal emotional stress.		2	1
I wish to avoid personal physical fatigue due to working both at the office and at home.			
Other : "The challenge of the job."	1		

Table 9, below, compares the reasons for refusing a promotion given by both groups of respondents. Reasons given by working women with family responsibilities are noted to the left of the slash (/). Reasons given by working women without family responsibilities are noted to the right of the slash (/). Totals are provided in the right hand column.

Table 9 Comparison of reasons for refusing a promotion

Reason	The Most Important	Important	The Least Important	Total
I do not want to be in a responsible position.		0/1	1/3	5
I am not confident in my ability to do the work.	1/4	1/0		6
I am concerned about being unable to fulfill my family obligations.		0/1	1/0	2
I am apprehensive of a conflict with my family.				0
I wish to avoid personal emotional stress.	1/0	1/2	0/1	5
I wish to avoid personal physical fatigue due to working both at the office and at home.				0
Other : "The challenge of the job."	0/1			1

Table 9 illustrates that of all the reasons for refusing a promotion offered by both groups, 6 (31.57%) were because the respondents were not confident in their abilities to do the

work, 5 (26.31%) were because the respondents did not want to be in responsible positions, 5 (26.31%) were because the respondents wished to avoid personal emotional stress. Only two respondents (1 working woman with family responsibilities and 1 working woman without family responsibilities) cited concern about being unable to fulfill family obligations as a reason for refusing a promotion. Of the total survey group of 80 women this represents 2.5%.

The attitudes of Thai working women with or without family responsibilities toward the twelve statements about career opportunities in the questionnaire were expressed in five levels; “Strongly Agree”, “Agree”, “Undecided”, “Disagree” and “Strongly Disagree”. The results are presented in Tables 10-21.

Table 10 Desire for Career Achievement

The respondents indicated their agreement/disagreement with the statement, “I want to achieve my career at a high level position in the organization.”

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Number	Percentage	Percentage
Strongly Agree	12	30.0%	7	17.5%
Agree	22	55.0%	23	57.5%
Undecided	4	10.0%	9	22.5%
Disagree	1	2.5%	1	2.5%
Strongly Disagree	1	2.5%	0	0.0%
Total	40	100%	40	100%

The figures in Table 10 illustrate that 34 (85.0%) working women with family responsibilities agreed or strongly agreed that they wanted to achieve their careers at high level positions in the organization. In the same way, 30 (75.0%) working women without family responsibilities agreed or strongly agreed with the statement. The figures show that 4 (10.0%) working women with family responsibilities and 9 (22.5%) working women without family responsibilities were undecided about the statement.

Table 11 Acceptance as Career Woman or Family Woman

The respondents answered the following questionnaire item, "I want to be accepted by society as a 'career woman' more than as a 'family woman'."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	10	25.0%	7	17.5%
Agree	19	47.5%	14	35.0%
Undecided	6	15.0%	13	32.5%
Disagree	5	12.5%	6	15.0%
Strongly Disagree	0	0.0%	0	0.0%
Total	40	100%	40	100%

Table 11 reveals that 29 (72.5%) working women with family responsibilities and 21 (52.5%) working women without family responsibilities agreed or strongly agreed that they

wanted to be accepted by society as a “career woman” more than as a “family woman”. Six (15.0%) working women with family responsibilities and 13 (32.5%) working women without family responsibilities were undecided about the statement. Five (12.5%) working women with family responsibilities and 6 (15.0%) working women without family responsibilities disagreed. None strongly disagreed with the statement.

Table 12 Family Member Appreciation of Work

The respondents answered the following questionnaire item, “I believe that if I am successful at work, my family members will appreciate me more.”

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	11	27.5%	8	20.0%
Agree	25	62.5%	29	72.5%
Undecided	2	5.0%	0	0.0%
Disagree	0	0.0%	3	7.5%
Strongly Disagree	2	5.0%	0	0.0%
Total	40	100%	40	100%

Table 12 demonstrates that 36 (90.0%) working women with family responsibilities and 37 (92.5%) working women without family responsibilities agreed or strongly agreed that if they were successful at work, their family members would appreciate them more.

Table 13 Fear of Success in Professional Life

The respondents answered the following questionnaire item, "I believe that if I am successful in my professional life (reaching a senior position with more responsibility and authority), I might fail in my private and social life as a wife or mother."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	1	2.5%	1	2.5%
Agree	8	20.0%	15	37.5%
Undecided	9	22.5%	9	22.5%
Disagree	19	47.5%	9	22.5%
Strongly Disagree	3	7.5%	6	15.0%
Total	40	100%	40	100%

The figures in Table 13 reveal that 19 (47.5%) and 3 (7.5%) working women with family responsibilities disagreed or strongly disagreed that if they were successful in their professional lives (reaching a senior position with more responsibility and authority), they might fail in their private and social lives as a wife or mother. Only nine (22.5%) and six (15.0%) working women without family responsibilities disagreed or strongly disagreed with the statement. Inversely, 15 (37.5%) and one (2.5%) working women without family responsibilities agreed and strongly agreed while only eight (20.0%) and one (2.5%) working women with family responsibilities agreed or strongly agreed. Nine (22.5%) of both groups were undecided.

Table 14 Effects of Family Responsibilities on Promotion Decisions

The respondents answered the following questionnaire item, "I believe that family responsibilities (housework, childcare, elderly care, or care of handicapped or other dependent relatives) directly affect my decision to accept or refuse a promotion."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	2	5.0%	4	10.0%
Agree	15	37.5%	22	55.0%
Undecided	6	15.0%	3	7.5%
Disagree	15	37.5%	10	25.0%
Strongly Disagree	2	5.0%	1	2.5%
Total	40	100%	40	100%

Table 14 shows that working women with family responsibilities were evenly divided: 17 (42.5%) agreed or strongly agreed and 17 (42.5%) disagreed or strongly disagreed that family responsibilities (housework, childcare, elderly care, or care of handicapped or other dependent relatives) directly affected their decisions to accept or refuse promotions. Six (15.0%) were undecided about the statement. On the other hand, 26 (65.0%) working women without family responsibilities agreed or strongly agreed with the statement, 11 (27.5%) disagreed or strongly disagreed and 3 (7.5%) were undecided.

Table 15 Beliefs about Husband Responsibility

The respondents answered the following questionnaire item, “I believe that women do not need to work because they will get married and their husbands will be responsible to work and support them.”

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	0	0.0%	2	5.0%
Agree	1	2.5%	1	2.5%
Undecided	1	2.5%	1	2.5%
Disagree	20	50.0%	20	50.0%
Strongly Disagree	18	45.0%	16	40.0%
Total	40	100%	40	100%

Table 15 demonstrates that both groups disagreed or strongly disagreed that women do not need to work because they will get married and their husbands will support them. The figures are 38 (95.0%) and 36 (90.0%) of working women with family responsibilities and working women without family responsibilities respectively.

Table 16 Family Involvement in Promotion Decisions

The respondents answered the following questionnaire item, “In case I am offered a job promotion to a higher position with more authority and responsibility, I will ask for acceptance from my family member(s) before accepting the promotion.”

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	4	10.0%	0	0.0%
Agree	13	32.5%	15	37.5%
Undecided	6	15.0%	9	22.5%
Disagree	13	32.5%	15	37.5%
Strongly Disagree	4	10.0%	1	2.5%
Total	40	100%	40	100%

Table 16 reveals that 13 (32.5%) working women with family responsibilities equally agreed or disagreed that they would ask for acceptance from their family member(s) before accepting a promotion. Six (15.0%) of this group were undecided about the statement. 15 (37.5%) working women without family responsibilities equally agreed or disagreed with the statement, and 9 (22.5%) of this group were undecided.

Table 17 Equal Promotion Opportunities

The respondents answered the following questionnaire item, "I believe that I have less opportunity for a job promotion than my male colleagues."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	2	5.0%	3	7.5%
Agree	13	32.5%	11	27.5%
Undecided	8	20.0%	10	25.0%
Disagree	14	35.0%	14	35.0%
Strongly Disagree	3	7.5%	2	5.0%
Total	40	100%	40	100%

The figures in Table 17 show that 15 (37.5%) working women with family responsibilities agreed or strongly agreed that they had less opportunity for a job promotion than their male colleagues. 17 (42.5%) of this group disagreed or strongly disagreed with the statement, and 8 (20.0%) were undecided. 14 (35.0%) working women without family responsibilities agreed or strongly agreed that they had less opportunity for a job promotion than their male colleagues. 16 (40.0%) of this group disagreed or strongly disagreed with the statement, and 10 (25.0%) were undecided. The two groups are highly comparable in their responses.

Table 18 Limitations of Career Advancement

The respondents answered the following questionnaire item, "I believe that because I am a woman and may have to take time off from work to raise my children, my opportunities for career advancement are limited."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	1	2.5%	1	2.5%
Agree	17	42.5%	13	32.5%
Undecided	5	12.5%	8	20.0%
Disagree	16	40.0%	17	42.5%
Strongly Disagree	1	2.5%	1	2.5%
Total	40	100%	40	100%

Table 18 points out that 18 (45.0%) working women with family responsibilities agreed or strongly agreed that their opportunities for career advancement were limited because they were women and may have to take time off from work to raise their children. While 17 (42.5%) of this group disagreed or strongly disagreed with the statement, and 5 (12.5%) were undecided. 14 (35.0%) working women without family responsibilities agreed or strongly agreed, 18 (45.0%) disagreed or strongly disagreed, and 8 (20.0%) were undecided. Again, the responses of the two groups are quite similar.

Table 19 Balance of Family and Professional Responsibilities

The respondents answered the following questionnaire item, "I believe that I can successfully balance both my family responsibilities and my professional responsibilities and be successful in both areas of responsibility."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	5	12.5%	2	5.0%
Agree	28	70.0%	20	50.0%
Undecided	6	15.0%	16	40.0%
Disagree	1	2.5%	2	5.0%
Strongly Disagree	0	0.0%	0	0.0%
Total	40	100%	40	100%

Table 19 reveals that 33 (82.5%) working women with family responsibilities compared to 22 (55.0%) working women without family responsibilities agreed or strongly agreed that they could successfully balance both their family responsibilities and their professional responsibilities and be successful in both areas of responsibility. Six (15.0%) working women with family responsibilities and 16 (40.0%) working women without family responsibilities were undecided about the statement.

Table 20 Family or Career Priority

The respondents answered the following questionnaire item, “My family has a higher priority than my job.”

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	4	10.0%	7	17.5%
Agree	26	65.0%	27	67.5%
Undecided	6	15.0%	6	15.0%
Disagree	4	10.0%	0	0.0%
Strongly Disagree	0	0.0%	0	0.0%
Total	40	100%	40	100%

The figures in Table 20 show that 30 (75.0%) working women with family responsibilities and 34 (85.0%) working women without family responsibilities agreed or strongly agreed that their families had a higher priority than their jobs. Six (15.0%) respondents in each group were undecided about the statement. Four (10.0%) working women with family responsibilities compared with none (0.0%) of the working women without family responsibilities disagreed.

Table 21 Job/Family Time Allocation

The respondents answered the following questionnaire item, "I wish to spend more time on my job than on my family."

	Working Women With Family Responsibilities		Working Women Without Family Responsibilities	
	Number	Percentage	Number	Percentage
Strongly Agree	1	2.5%	0	0.0%
Agree	8	20.0%	3	7.5%
Undecided	9	22.5%	11	27.5%
Disagree	19	47.5%	25	62.5%
Strongly Disagree	3	7.5%	1	2.5%
Total	40	100%	40	100%

Table 21 indicates that the majority of working women in both groups disagreed or strongly disagreed with the statement that they wanted to spend more time on their jobs than on their families: 22 (55.0%) and 26 (65.0%) working women with family responsibilities and working women without family responsibilities respectively. Nine (22.5%) and 11 (27.5%) working women with family responsibilities and working women without family responsibilities respectively were undecided whether or not they wished to spend more time on their jobs or on their families. Nine (22.5%) working women with family responsibilities compared with 3 (7.5%) working women without family responsibilities agreed or strongly agreed with the statement.

From the above findings, it can be summarized that the majority of working women in both groups (women with and without family responsibilities) had positive attitudes toward career advancement opportunities. Most of them had intentions to be successful in their careers by reaching high level positions in their organizations. The working women in both groups wanted to be recognized and appreciated by society as competent working women, not as family women. Although, the working women in this study clearly showed their intentions to achieve their career goals, they also wanted to give the first priority to their families.

In depth discussion, conclusions to the study and recommendations for further study are presented in Chapter 5.

CHAPTER 5

CONCLUSIONS AND DISCUSSION

This chapter discusses the answers to the 2 research questions which are:

1. What are the attitudes of Thai working women toward their desire for career promotion, putting family or career first, and balancing family and career responsibilities?
2. Do family responsibilities affect the attitudes of Thai working women toward career advancement opportunities?

This is followed by discussion, comments on the limitations of the study and recommendations for further study.

Research Question 1

The answer to the first research question was that the Thai working women in the study desired career promotions and wanted to achieve high level positions. More than half of the respondents in both groups (either the working women with family responsibilities or the working women without family responsibilities) agreed that they had had chances to be promoted to higher positions with more responsibilities and authority. (See Table 5.) They also said they would accept career promotions, if they were offered. (See Table 6.) However, all respondents

gave their first priority to their families over their careers. (See Table 20.) The working women in both groups tried to balance their families and career responsibilities by spending more time with their families. (See Table 21.)

The result of this study is different from Chancha's study (1992). This is undoubtedly the result of changes in society in terms of education and social attitudes toward working women. Working women in Thailand have higher educational levels than working women even only a decade ago. It is likely that women are more confident to take roles in the business world because they have more knowledge and qualifications. In addition to education, successful working women are more recognized and appreciated by society. These changes in women's attitudes and those of society in general are factors that inspire young working women to be more ambitious and to be outstanding members of the business world.

Research Question 2

The answer to the second research question was, "No". Family responsibilities do not affect the attitudes of Thai working women toward career advancement opportunities. The majority of all respondents wanted career advancement. The findings show that the working women, either with or without family responsibilities, wanted to be accepted by society as "career women" more than as "family women". (See Table 11.) However, the study reveals a

paradoxical result. The largest group of working women with family responsibilities disagreed with the statement that if they were successful in working life, they might fail in their private and social lives. On the other hand, the majority of working women without family responsibilities felt that they might fail in their private and social lives if they were successful in their working lives.

In other words, the working women in the study with family responsibilities were confident that they could succeed with both types of responsibilities, while the working women without family responsibilities were less confident that they could balance both career and family responsibilities. Those respondents with experience were confident. Those respondents without experience were less confident. In either case, both groups of respondents demonstrated a determined attitude toward career advancement opportunities.

One possible reason which allows working women with family responsibilities to be more confident than working women without family responsibilities is that the roles of family members have or, at least are changing rapidly. Family members of working women are more involved than a generation ago in helping them handle their home responsibilities. Further, service providers for childcare and elderly care are available.

Working women without family responsibilities have yet to gain experience in handling both kinds of responsibilities. This lack of experience can cause anxiety for working women without family responsibilities. These women need advice from, and role models among the more experienced working women with family responsibilities. This will occur naturally as the number of professional women with family responsibilities increases and matures.

The answer to the second research question is also somewhat different from the results of Chancha's study in 1992. Family responsibilities did not affect the attitudes of the Thai working women included in this study toward career advancement opportunities. Today, working women have more alternatives to help them handle family responsibilities. They now have nurseries to take care of their children. Many hospitals now provide elderly care center services for aged and dependent relatives. Today, working women have access to convenient appliances to help them with housework. However, working women must earn enough revenue to afford the available services and conveniences. This being the case, working women work harder to reach higher positions with higher salary in order to pay for the services and conveniences that free them of direct involvement in family responsibilities and permit them to pursue career advancement opportunities.

Discussion

The findings from this study clearly show that the Thai working women in this study have different attitudes than those respondents in Chancha's 1992 study. The results reveal that women's attitudes toward career advancement opportunities are not factors that block women from career achievement. The findings also demonstrate that Thai working women are willing to accept career promotions when offered. As a result, employers should consider more opportunities for advancement of female employees, giving these participants in the workforce the opportunity to perform and show their abilities at higher and higher levels in organizations.

This study reveals the interesting point that working women with family responsibilities are more confident than working women without family responsibilities in their abilities to handle and to balance obligations both at work and at home. The large majority (82.5%) of working women with family responsibilities and a smaller majority (55.0%) of working women without family responsibilities agreed or strongly agreed that they could successfully balance both their family responsibilities and their professional responsibilities.

This study shows that Thai working women's attitudes toward career advancement opportunities are changing in a positive way. They are confident in their abilities and qualifications to take higher positions in companies and organizations and be successful outside

their homes. They are more career-oriented and ambitious to be recognized as successful working women. They do not want to be just housewives who only take care of household matters and rely on their husbands' support. The findings from this study reflect the changing status of Thai women who are now more independent than those in the past.

Limitations of the Study

While the implications of the study are large, several limitations should be noted. All of the respondents worked in the Sun Towers Building located in the Jatuchak area in Bangkok. Only 80 working women in operational level positions were included in this study. Interestingly, most of the working women approached to participate in this study were in the "with family responsibilities" group. Most of them had at least one family responsibility; taking care of elderly parents with limited or no revenue, or taking care of their young children. It was difficult to identify 40 working women without family responsibilities. Many of those found were new graduates who had less than one year working experience which did not meet the criteria for participation in this research.

Recommendations for Further Study

As a follow up to the present study, the following recommendations for further study are offered:

1. A study to compare women's attitudes toward career advancement opportunities based on different working fields should be conducted. The majority of the respondents in this study were working in Accounting/Finance Administrative/Secretarial and Procurement positions. Only a small percentage of respondents were working in non-support fields. (See Table 3.) This means that the majority of the respondents in this study were working in support roles in an organization. An investigation should be conducted into why working women who work in different fields such as marketing, sales, production, and engineering/design may have different attitudes toward career advancement opportunities.
2. The present study focused on working women in operational level position only. Further study should explore the attitudes of working women in supervisory, management and executive levels. Working women who work in upper level positions may have different attitudes toward their career advancement opportunities and family responsibilities. Working women in supervisory, management or executive

levels may also have more work experience than operational level staff. Their attitudes toward work and family responsibilities may be different.

3. Finally, further studies in the fields of career opportunities for women, and women's professional attitudes should be undertaken outside of Bangkok where employment opportunities for women and societal attitudes may be different than in the cosmopolitan environment of the capital city.

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APPENDIX

Questionnaire

This questionnaire is designed for a Graduate Research Project in Business English for International Communication at Srinakarinwirot University on the topic “Thai Working Women’s Attitudes Toward Career Advancement Opportunities”. In the process of gathering data, the researcher needs your kind co-operation in responding to this questionnaire. All information you give will be treated confidentially.

Part 1: Personal Background, Family Responsibilities and Professional Profile

1. How old are you?

- Below 25 years
- 25 – 30 years
- 31 – 35 years
- 36 – 40 years
- 41 – 45 years
- 46 – 50 years
- 51 – 55 years
- 56 – 60 years
- Over 60 years

2. What is your highest educational level?

- High School/Vocational school
- Diploma
- Bachelor’s Degree
- Master’s Degree
- Doctorate
- Other, Please specify.....

3. What is your present family responsibility? Please tick the appropriate box.

- I have **no** family responsibilities other than for myself.
- I have family responsibilities other than for myself.

4. What business field are you working in?

- Accounting/Finance
- Administrative/Secretarial
- Business Development
- Customer Services
- Engineering
- Hospitality/Tourism
- Human Resources
- Insurance
- Marketing/Sales
- Procurement
- Teaching/Education/Training
- Other, Please specify.....

5. How long have you been working in an operational level position?

- One – Three years
- Four – Six years
- Seven – Nine years
- More than nine years

Part 2: Attitudes Toward Career Advancement Opportunities

1. Have you had a chance to be promoted to a higher position with more responsibility and authority?
 - Yes
 - No

2. If you are offered a higher position with more responsibility and authority, will you accept or refuse the offer?
 - Accept (Please skip question no. 3)
 - Refuse (Please answer question no. 3)

3. In case your answer was "Refuse" in question no. 2, rank the three most important factors which influenced your answer?
(1 = The most important, 2 = Important and 3 = The least important)
 - I do not want to be in a responsible position.
 - I am not confident in my ability to do the work.
 - I am concerned about being unable to fulfill my family obligations.
 - I am apprehensive of a conflict with my family.
 - I wish to avoid personal emotional stress.
 - I wish to avoid personal physical fatigue due to working both at the office and at home.
 - Other.....

Please indicate your level of agreement/disagreement with the following statements by ticking (✓) the appropriate box.

Item	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I want to achieve my career at a high level position in the organization.					
I want to be accepted by society as a "career women" more than as a "family woman".					

Item	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I believe that if I am successful at work, my family members will appreciate me more.					
I believe that if I am successful in my professional life (reaching a senior position with more responsibility and authority), I might fail in my private and social life as a wife or mother.					
I believe that family responsibilities (housework, childcare, elderly care, or care of handicapped or other dependent relatives) directly affect my decision to accept or refuse a promotion.					
I believe that women do not need to work because they will get married and their husbands will be responsible to work and support them.					
In case I am offered a job promotion to a higher position with more authority and responsibility, I will ask for acceptance from my family member(s) before accepting the promotion.					
I believe that I have less opportunity for a job promotion than my male colleagues.					
I believe that because I am a woman and may have to take time off from work to raise my children, my opportunities for career advancement are limited.					

Item	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I believe that I can successfully balance both my family responsibilities and my professional responsibilities and be successful in both areas of responsibility.					
My family has a higher priority than my job.					
I wish to spend more time on my job than on my family.					

แบบสอบถาม

This questionnaire is designed for a Graduate Research Project in Business English for International Communication at Srinakarinwirot University on the topic “Thai Working Women’s Attitudes Toward Career Advancement Opportunities”. In the process of gathering data, the researcher needs your kind co-operation in responding to this questionnaire. All information you give will be treated confidentially.

แบบสอบถามชุดนี้จัดทำขึ้นเพื่อใช้เป็นเครื่องมือสำหรับสารนิพนธ์เรื่อง ทศนคติของผู้หญิงทำงานต่อโอกาสความก้าวหน้าในงานอาชีพ: กรณีศึกษาผู้หญิงทำงานในตำแหน่งระดับปฏิบัติการ สารนิพนธ์นี้เป็นส่วนหนึ่งของหลักสูตรภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติของมหาวิทยาลัยศรีนครินทรวิโรฒประสานมิตร ในขั้นตอนการรวบรวมข้อมูล ผู้วิจัยต้องขอความร่วมมือจากท่านในการตอบแบบสอบถามชุดนี้ และขอให้ท่านมั่นใจว่าข้อมูลทุกอย่างที่ได้รับจะถูกเก็บเป็นความลับ

ส่วนที่ 1 : **Personal Background, Family Responsibility and Professional Profile**

ประวัติส่วนตัว, ภาระต่อครอบครัวและประวัติการทำงาน

1. คุณอายุเท่าไร

- ต่ำกว่า 25 ปี
- 25 – 30 ปี
- 31 – 35 ปี
- 36 – 40 ปี
- 41 – 45 ปี
- 46 – 50 ปี
- 51 – 55 ปี
- 56 – 60 ปี
- มากกว่า 60 ปี

2. คุณสำเร็จการศึกษาขั้นสูงสุดระดับใด?

- มัธยมศึกษาตอนปลาย / ประกาศนียบัตรวิชาชีพ (ปวช.)
- ประกาศนียบัตรวิชาชีพชั้นสูง (ปวส.)
- ปริญญาตรี
- ปริญญาโท
- ปริญญาเอก
- อื่น ๆ (โปรดระบุ).....

3. สถานะความรับผิดชอบต่อครอบครัว (ภรรยา/พ่อ/แม่) ของคุณในปัจจุบันเป็นอย่างไร?

- ฉันไม่มีภาระความรับผิดชอบต่อครอบครัวนอกจากตัวฉันเอง
- ฉันมีภาระความรับผิดชอบต่อครอบครัวนอกจากตัวเอง

4. คุณปฏิบัติงานอยู่ในสายงานประเภทใด?

- การบัญชี/การเงิน
- ธุรกิจ/เลขานุการ
- การพัฒนาธุรกิจ
- ลูกค้าสัมพันธ์ (บริการลูกค้า)
- วิศวกรรม
- การท่องเที่ยว
- งานบริหารทรัพยากรบุคคล
- ประกันภัย
- การตลาด/การขาย
- จัดซื้อ
- การสอน/การศึกษา/ฝึกอบรม
- อื่น ๆ, (โปรดระบุ).....

5. คุณปฏิบัติงานอยู่ในตำแหน่งระดับปฏิบัติการนี้เป็นเวลานานเท่าไร?

- 1 – 3 ปี
- 4 – 6 ปี
- 7 – 9 ปี
- มากกว่า 9 ปี

Part 2: Attitudes Toward Career Advancement Opportunities

ส่วนที่ 2 : ทศนคติต่อโอกาสความก้าวหน้าในงานอาชีพ

1. คุณมีโอกาสได้รับการเลื่อนขั้นไปสู่ตำแหน่งที่สูงขึ้น ซึ่งมีอำนาจหน้าที่ความรับผิดชอบเพิ่มขึ้นใช่หรือไม่
 - ใช่
 - ไม่ใช่

2. ถ้านายจ้างเสนอตำแหน่งที่สูงขึ้นพร้อมกับอำนาจหน้าที่ความรับผิดชอบที่มากขึ้นให้คุณ คุณจะตอบรับหรือปฏิเสธข้อเสนอนั้น
 - ตอบรับ (โปรดข้ามคำถามข้อ 3)
 - ปฏิเสธ (โปรดตอบคำถามข้อ 3)

3. ถ้าคำตอบของคุณคือ “ปฏิเสธ” ในคำถามข้อ 2, โปรดจัดลำดับปัจจัยสำคัญ 3 ข้อที่มีผลต่อการตัดสินใจของคุณมากที่สุด โดย 1 = สำคัญมากที่สุด, 2 = สำคัญ และ 3 = สำคัญน้อยที่สุด
 - ฉันไม่ต้องการปฏิบัติงานในตำแหน่งที่ต้องมีหน้าที่ความรับผิดชอบสูง
 - ฉันไม่มั่นใจว่าฉันจะมีความสามารถเพียงพอที่จะปฏิบัติงานในตำแหน่งสูงได้
 - ฉันกังวลว่าถ้ามีหน้าที่ความรับผิดชอบในหน้าที่การงานมากขึ้น ฉันจะไม่สามารถดูแลครอบครัวได้อย่างเต็มที่
 - ฉันกังวลว่าจะเกิดปัญหาขัดแย้งกับครอบครัว
 - ฉันต้องการหลีกเลี่ยงความเครียดต่าง ๆ
 - ฉันต้องการหลีกเลี่ยงความเหนื่อยล้าเนื่องจากจะต้องทำงานทั้งที่บ้านและที่ทำงาน
 - อื่น ๆ (โปรดระบุ).....

โปรดทำเครื่องหมาย ✓ ลงในช่องที่ตรงกับความเห็นของคุณต่อประโยคข้างล่างนี้

ทัศนคติ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่มี ความเห็น	ไม่เห็น ด้วย	ไม่เห็น ด้วย อย่างยิ่ง
I want to achieve my career at a high level position in the organization. ฉันต้องการประสบความสำเร็จในงานอาชีพของฉันด้วยการดำรงตำแหน่งระดับสูงในองค์กร					

ทัศนคติ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่มี ความเห็น	ไม่เห็น ด้วย	ไม่เห็น ด้วย อย่างยิ่ง
<p>I want to be accepted by society as a “career women” more than as a “family woman”.</p> <p>ฉันต้องการการยอมรับจากสังคมว่าเป็น “ผู้หญิงทำงาน” มากกว่า “แม่บ้าน”</p>					
<p>I believe that if I am successful at work, my family members will appreciate me more.</p> <p>ฉันเชื่อว่าถ้าฉันประสบความสำเร็จในการทำงาน ฉันจะได้รับความชื่นชมจากคนในครอบครัวของฉันมากขึ้น</p>					
<p>I believe that if I am successful in my professional life (reaching a senior position with more responsibility and authority), I might fail in my private and social life as a wife or mother.</p> <p>ฉันเชื่อว่าถ้าฉันประสบความสำเร็จในงานอาชีพ (การได้ดำรงตำแหน่งระดับสูงซึ่งมีอำนาจหน้าที่และความรับผิดชอบมากขึ้น) ฉันอาจจะล้มเหลวในด้านชีวิตส่วนตัวและสังคมในฐานะภรรยา หรือความเป็นแม่</p>					

ทัศนคติ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่มี ความเห็น	ไม่เห็น ด้วย	ไม่เห็น ด้วย อย่างยิ่ง
<p>I believe that family responsibilities (housework, childcare, elderly care, or care of handicapped or other dependent relatives) directly affect my decision to accept or refuse a promotion. ภาระความรับผิดชอบต่อครอบครัว (งานบ้าน, การดูแลเด็ก, การดูแลญาติผู้สูงอายุ, หรือญาติที่พิการไม่สามารถช่วยเหลือตนเองได้) มีผลโดยตรงต่อการตัดสินใจของฉันที่จะตอบรับหรือปฏิเสธการเลื่อนตำแหน่งงาน</p>					
<p>I believe that women do not need to work because they will get married and their husbands will be responsible to work and support them. ฉันเชื่อว่าผู้หญิงไม่จำเป็นต้องทำงานเพราะเธอจะแต่งงาน และสามีของเธอจะเป็นผู้รับผิดชอบเธอและครอบครัว</p>					
<p>In case I am offered a job promotion to a higher position with more authority and responsibility, I will ask for acceptance from my family member(s) before accepting the promotion. ถ้าฉันได้รับการเสนอให้เลื่อนตำแหน่งซึ่งมีหน้าที่ความรับผิดชอบสูงขึ้น ฉันจะถามความเห็นชอบจากสมาชิกในครอบครัวก่อนที่จะตอบรับการเลื่อนตำแหน่งนั้น</p>					

ทัศนคติ	เห็นด้วย อย่างยิ่ง	เห็นด้วย	ไม่มี ความเห็น	ไม่เห็น ด้วย	ไม่เห็น ด้วย อย่างยิ่ง
I believe that I have less opportunity for a job promotion than my male colleagues. ฉันเชื่อว่าฉันมีโอกาสความก้าวหน้าในงานอาชีพน้อยกว่าเพื่อนร่วมงานที่เป็นผู้ชาย					
I believe that because I am a woman and may have to take time off from work to raise my children, my opportunities for career advancement are limited. ฉันเชื่อว่าเพราะความที่ฉันเป็นผู้หญิง และอาจจะต้องออกจากงานไปชั่วระยะเวลาหนึ่งเพื่อดูแลลูก จึงเป็นข้อจำกัดโอกาสความก้าวหน้าในงานอาชีพของฉัน					
I believe that I can successfully balance both my family responsibilities and my professional responsibilities and be successful in both areas of responsibility. ฉันเชื่อว่าฉันสามารถจัดการภาระทางครอบครัวและหน้าที่การงานได้เป็นอย่างดี และฉันจะสามารถประสบความสำเร็จทั้งสองด้าน					
My family has a higher priority than my job. ครอบครัวของฉันมีความสำคัญมากกว่างานของฉัน					
I wish to spend more time on my job than on my family. ฉันอยากจะให้เวลากับงานมากกว่าครอบครัว					

VITAE

VITAE

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