

## **The Impact of Females' Leadership in Comparative Management to Achieve Management Excellence on Solving Problems Wisely in Crisis Situations**

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— *Review of* —  
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### **ABSTRACT**

The objectives of this research were to (1) study the relationships among the integration of different exercises of power, the integration of proper leader functions, the integration of characteristics that lead to the most efficient management, and the integration of characteristics that lead to the most efficient management, and (2) study the influence of integration of different exercises of power, integration of proper leader functions, integration of characteristics that lead to the most efficient management, and integration of characteristics that lead to the most efficient management on solving problems wisely in crisis situations. Questionnaires were proved with a reliability value of 0.882 and distributed to 400 Thai female managers in the overseas joint venture companies in Bangkok Metropolitan Area. The statistical data analysis was conducted using the descriptive statistics and the inferential statistics including *the Pearson is product-moment correlation coefficient* and *the Multiple Regression Analysis*. The results showed a positive relationship among the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management. In addition, it was found that the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the and integration of characteristics that lead to the most efficient management had a positive impact on solving problems wisely in crisis situations, with a statistical significance of 0.05.

JEL Classification: M12

Keywords: Females' Leadership, Management Excellence, Crisis Situations

### **1. INTRODUCTION**

When referring to the term “leader,” people usually have an image of a person with elegant personality, determination on systematic work, intelligence in strategy planning, pure honesty, and sacrifice for the benefits of the public more than oneself. These characteristics imply leadership of an “army leader” and must be expressed to gain acceptance and faith among the subordinates. They will also induce grandeur of the leader, whether it is a male or female (Beaman, Chattopadhyay, Duflo, Pande, &

Topalova, 2009; Avolio, 2010). Moreover, van Engen and Willemsen (2004) and Matsa and Miller (2012) also stated that leaders must accomplish their missions and show their intelligence and vision. A woman can be the greatest female army leader of all by integrating the leadership characteristics of both males and females, as described in the following verses: “In time of war, they fight elegantly and resolutely like men, but in peaceful time, they are as graceful as angels.”

Ahern and Dittmar (2012) and Boulouta (2012) mentioned that in order to acquire such leadership, one must study the situation and adjust oneself wisely and smoothly in order to obtain victory even in difficult or complicated situations. In addition, one must exercise one's own leadership together with that of both male and female subordinates to strengthen the army and become the conqueror. Eagly and Johnson (1990) Vinkenburg, van Engen, Eagly and Johannesen-Schmidt (2011) and Dezsò and Ross (2012) confirmed this is the ideal leadership of the greatest female leaders who are intelligent and have had a lot of practice. However, sometimes the power is inherited from the family. These female leaders need to become successful by resolutely getting through crisis situations and successfully compromising with involved people, which will call forth faith and confidence in them. Today's female leaders are not different from those in the past, though the titles may be different, such as a president or prime minister. There have been 52 female leaders so far. Nevertheless, not all of them are considered the greatest leaders because they became the leaders under different situations or reasons. Yet, these female leaders or even the greatest ones can practice handling the problems especially in crisis situations to be a true leader according to the statement, “Crisis situations make leaders.”

Therefore, this research article will study the relationships among integration of different exercises of power, integration of proper leader functions, integration of characteristics that lead to the most efficient management, and integration of characteristics that lead to the most efficient management, and study the influence of integration of different exercises of power, integration of proper leader functions, integration of characteristics that lead to the most efficient management, and integration of characteristics that lead to the most efficient management on solving problems wisely in crisis situations. The following information above will be explained by literature review and related research below.

## **2. LITERATURE REVIEW AND RELATED RESEARCH**

### **2.1 Leadership in Comparative Management to Achieve Management Excellence**

Becoming a female army leader or the greatest one is not impossible as long as one understands the definition of the term “leadership.” It is considered a required qualification in any leader to direct the management to obtain the vision and success of the organization both in the present and future. Fiedler (1967) and Acker (1992) stated that leadership is the capability to exercise power and influence over other people, groups, or mass to follow the directions toward the predetermined goals. The source of leadership can be from position. In other words, the job title in the organization determines one's role as a leader, and the power is automatically in their hands. However, not all leaders are managers and not all managers are leaders. They

have to prove themselves through their work performance in accomplishing the assigned tasks.

Bass (1990) and Schein (2005) pointed out that work assignments alone could not guarantee that one could apply one's leadership effectively. It depends on psychological factors such as strength, resoluteness, and daring to take risks, or external factors such as culture, society, politics, law, and family. Besides getting formally appointed by the organization, one can also become a leader by building up a reputation to earn respect and acceptance from others. Parker (2000) and Antonakis Avolio and Sivasubramaniam (2003) stated that a complete leader required leadership in oneself and from the support of the others, which would lead to perfect management. This notion corresponds to that of Khemsate (1999) who indicates that a good organization needs leaders who possess leadership both in oneself and in management. These two elements need to be strong and clearly go along to achieve the highest work efficiency and effectiveness. Particularly, under high dynamic business competition circumstances, it is necessary to have a leader who is adaptable to ever-changing situations, with the capability to create a vision and inspire the members in the organization to accomplish it successfully.

Kouzes and Posner (1997) and van Knippenberg, De Dreu and Homan (2004) said that management means the ability to confront complex situations. Good management would bring about orderliness: formal work plan, clear organizational structure, and proper supervision to follow the plan. Leadership means the ability to handle changing situations. A leader is the one who creates vision as guidance for the future of the organization and is responsible for staffing, getting the vision across and inspiring these people to overcome obstacles and attain the determined vision. Hersey and Ulrich (1996) and Wang Oh Courtright and Colbert (2011) also shared the same idea that a manager was the authority appointed to instruct the members of the organization. Therefore, management involved realization of the vision and strategy in practice, coordination, staffing, and daily operational problem solving.

To become successful, one must ensure that leadership and management go hand in hand, practice oneself, follow model leaders, and adopt the effective strategies. Borkowski and Ugras (1998) and The Ministry of Education (2003) reported that training for administrators of schools as a juristic person should not only involve the awareness of organizational goals, but also take into account comparative management to develop their personnel potential, the importance of training new leaders to join the team, and allocate available resources efficiently for the best benefit of the organization. Furthermore, it is important to emphasize the value of being a good member in the organization, community, or region. One should be a role model who is determined to be successful, and at the same time encourages or inspires other people to be independent. Such leaders should motivate and challenge their subordinates to accomplish a task as well as give moral support to make them feel confident and willing to work together to reach the goals. Makasiranon (2008) and Eagly Johannesen-Schmidt and van Engen (2003) also stated that a leader must learn and take the role of a change agent to drive their business to success or make it real. To this end, it requires the potential of a strong leader to overcome the obstacles. Such potential is unlimited but needs some development, comparison, guidance, and practice. It is never too late for a leader to improve oneself.

The study of Loden (1985) Helgesen (1990) and Phasukyued (1998) revealed that the ways a person could take a position of the executive became different. For example, a woman can now be a leader and act equivalently as male leaders, with sufficient potential of a good leader to lead the team effectively. As a result, practice of leadership is important. Leadership capability of female leaders includes credibility and management capability. It is obvious that “leadership” required to manage the organization successfully includes the concepts indicated by Hersey and Ulrich (1996) and those necessary for Thai society.

Nittayarampong and Smitasiri (2001) discovered that Thai society had more faith in male leaders than female leaders. This perception resulted from the past Thai culture where male leadership was respected. However, Thai society is more open now, and women are given the opportunity to play more roles. It is the time for women to express their capability and be a good example for other women who can gain more confidence in showing their leadership. Only the first time of failure in management can reflect lack of confidence in that leader. If it happens for a second and third time, people will definitely lose their faith in not only that female leader, but also any other female leaders. In addition, it will be difficult for that female leader to achieve smooth and efficient management. This point corresponded to the study of Yuki (1989) Sagan (1998) and Brescoll (2011) who pointed out that a model female leader should combine the male and female leadership characteristics. Wattanasiritham (1998) also agreed that a successful female leader should integrate the male and female leadership in terms of power exercising, proper leader functions, qualifications of a good leader, and characteristics that lead to the most efficient management, as explained below.

### **2.1.1 The integration of different exercises of power**

According to Bass and Bruce, (1994) Brim Stephen Slaton and Schwerin (1998) Barriteau (2003), integration of different exercise of power could be summarized as a step-by-step concept: firstly, authoritative exercise of power requires the leader to assert the authority with careful deliberation to help make the command and work instructions clear which will quicken the work process and make the system effective and efficient. For example, army or police commanders must be clear in giving instructions. Discipline is very important among military and police officers. Undisciplined police who carry firearms are not different from the criminals who can commit crimes at any time.

Secondly, considerate exercise of power requires a leader with knowledge, capability, patience, and experience in supervising the subordinates, and who can put themselves into other people’s shoes. Their work performance will be generally accepted. Thirdly, consultative exercise of power is widely applied. It requires the leader to be open-minded and training the subordinates by giving advice.

Finally, participative exercise of power is considered the most democratic style. It is believed to yield the most efficient performance. However, it also depends on individual responsibility. The exercise of power can be changed according to the situation or environment as well as the nature of a particular activity.

### **2.1.2 The integration of proper leader functions**

According to Tichy and Devanna (1999) Ames and Flynn (2007) and Ayman Korabik and Morris (2009), integration of proper leader functions could be summarized as a step-by-step concept: firstly, leaders need to control their subordinates. Apparently,

no one wants to be controlled. However, in practice, supervision is crucial in order to systematically examine the work progress. Distant supervision is good in terms of following up on work. A supervision system can also be done through documents or related work cooperation.

Secondly, the leader needs to inspect the work. It is the direct responsibility of the leader to track the subordinates' work in each step of operation so that any problems that arise can be quickly solved. Thirdly, the leader needs to coordinate with all concerned departments. Fourthly, the leader needs to direct work. A good leader must know to use the right person for the right job. In addition, good directing must be clear and thorough for immediate action. Fifthly, the leader needs to persuade the subordinates to complete their assignments with determination, honesty, and willingness.

Finally, the leader needs to evaluate the subordinates' work performance in order to promote their motivation. Evaluation should be done periodically and the subordinates should be notified of the result so that they can improve themselves. A right and fair evaluation will also reduce the problem of personnel management.

### **2.1.3 The integration of qualifications of a good leader**

Mainiero (1986) Nelton (1991) Powell (1993) and Ely and Thomas (2001) mentioned about integration of qualifications of a good leader that could be summarized as a step-by-step concept: firstly, a good leader must have both knowledge and ability, and use wisdom to solve any problem. Secondly, a good leader must have good social skills by being emotionally stable, mature, self-confident, and interested in various kinds of activities to apply in their work. Thirdly, a good leader must have intrinsic motivation which will help persuade subordinates to achieve their work. Finally, a good leader must have good attitudes and friendly personality with self-esteem and optimism.

### **2.1.4 The integration of characteristics that lead to the most efficient management**

According to Foels, Driskell, Mullen, and Salas (2000) Judge and Piccolo (2004) Paxton, Kunovich, and Hughes (2007), integration of characteristics that lead to the most efficient management and could be summarized as a step-by-step concept: firstly the leader must act as an authority, who gives order decisively. This will result in a large quantity of work and initially good quality. Consistent quality can be ensured by regular supervision. Secondly, the leader must act as a developer, who has close colleagues and is able to keep producing creative work. Thirdly, the leader must act as an administrator, who implements new methods and is open to ideas from team members in a democratic way. Colleagues must be qualified and able to respond to new work systems.

Finally, the leader must act as a tactical commander who is a wise orator. This kind of leader will be able to convince people to work willingly and be in agreement. At present, every administrator needs to acquire leadership in order to direct subordinates and pull out their best effort to accomplish the goals. Every staff member plays an important role in the operation as they make the business move forward smoothly. Therefore, a good administration requires the administrator who has leadership and is good at work, people, ideas, and living.

## 2.2 Leadership for Solving Problems Wisely in Crisis Situations

Bass (1990) and Naveekarn (2007) stated that the study of situational leadership started since 1960-1980, which examined “The Best Way” of effective leadership that met the needs of different situations. The study was conducted in many aspects based on the original three leader behavior or the two leader behavior dimensions. The situational theories of leader behaviors included in this study were Fiedler’s Contingency Theory, Hersey and Blanchard’s Situational Theory, House’s Path Goal Theory, and Vroom and Yetton’s Normative Decision Theory. The situations in each theory were different. For example, Fiedler’s Contingency Theory emphasized on the situational control according to three factors: leader-member relationship, task structure, and leader’s position power.

The study of Bass (1998) indicated that the ability of people, especially the supervisors or administrators, to work or manage work required not only the knowledge of work but also the decision making skill. Decision making is a key factor as it is involved in almost every step of the work procedure. People have to make a decision all the time since they get up in the morning. For example, they have to choose their outfit, time to leave home, or route to commute to work. However, these kinds of decision making do not need any heavy consideration. If the wrong decision is made, it can be easily fixed. On the other hand, more important matters need careful consideration, as any mistakes will cause a lot of damage and will be difficult to solve. Some decisions can impact the life or the future of that person. Likewise, a decision made by a leader or administrator could mean the survival of the group, team, or organization.

The important factor that helps lower the mistakes in making a decision is the information. Searching the right information is crucial and must be used in the decision making process which is divided into three types. First, “Dark Area” means the decision making without or with little information. The result is uncertain, and easy to make mistakes. Second, “Gray Area” means the decision making with some information which may not be sufficient. The result is risky, and there is a chance of mistakes. Third, “Light Area” means the decision making with plenty of good information. The result is more certain, and there is less chance of mistakes.

To this end, the information must come from a reliable source, be sufficient, accurate, up-to-date, and clear (Hersey & Blanchard, 1982). Decision making involves many factors including the complexity of the matter, expenses needed, and time. Therefore, good decision making needs a good process in order to reduce any mistakes and yield good results. Generally, there are six steps of the decision making process: decision statement, criteria, alternatives, benefit analysis, risk analysis, and decision.

In addition, the study of Simon (1978) showed that one’s decision often has mistakes due to many reasons. However, the main causes of mistake are from making decisions using one’s habits and customs, with no or bad information, with haste due to limited time or carelessness, with dominating influence, and with desires (greed, anger, and lust). Besides situational leadership, transformational leadership is another concept by Hersey and Blanchard (1982) who stated that this type of leadership would occur if the leader could increase the interest of the subordinates, make them realize and accept the objectives and missions of the team, and encourage them to consider the benefits of the organization more than their own.

Naveekarn (2007) stated that transformational leadership required the leader to use their charisma which involved vision and task consciousness, and pride to instill trust and loyalty among the subordinates. Building such charisma is considered the center of transformational leadership process as it is the most powerful and influential type of leadership. The leader must understand the duty and make the best use of human resources which are the most important asset for the future in order to create the power to change and develop the organization to achieve the goals.

Kouzes and Posner (1997) also said that an organization would be sustainably successful if the leader possessed the following two characteristics: credibility and management capability. The leader with credibility is a good role model in terms of ideas and practices for the followers. For example, the leader should have vision, clear objectives of the organization, be wise, creative, determined for success, flexible to the changes, emotionally stable, and mentally healthy. This will induce trust, honesty, and bond among the subordinates. The management capability means the ability to deal with changes by efficiently adjusting the operational direction of the organization according to different situations. The characteristics that bring about the management capability include the ability to create visions for the overall organization, the ability to perceive the future of the organization and move towards that goal, the courage to change the work procedure, and the ability to instruct, guide, and make more leaders in each level of the organization.

The study of Nittayaramphong and Smitasiri (2001) found that these characteristics would cause competitiveness of a particular organization. This point complied with the leadership theory of Hersey and Ulrich (1996) who stated that a successful leader needed to be a person who was credible and able to manage the organization. He proposed the leadership model in the form of the equation: Leadership Change = Credibility x Capability. In other words, leadership comprised two elements: personal characteristics of credibility and management capability.

The following words of the Buddha emphasized the importance of leadership on the survival, safety, and peace of the society and the whole country, "When a herd of cows walks across the river, if the chief does not go straight, the rest of the herd won't either." Likewise, if the leader is dishonest, the followers will also become immoral. Then, the whole country will be in difficulty and poverty. On the other hand, if the leader does good deeds, the followers will do the same, and the whole country will live peacefully and happily. "A leader is a centered person who brings the other people to live or do activities together and safely walk them towards a righteous goal." Therefore leadership requires a person who has wisdom, righteousness, knowledge, and capability to lead other people to the righteous goal (Buddhist Scripture, 1998).

Nittayaramphong and Smitasiri (2001) also stated that most Thai people's understanding on leadership or its theories did not correspond to what other people believed and practiced at the international level. More specifically, Thai people held on to the wrong social value. For example, in the past, there was a campaign saying "Believe the leader, and the country will be safe." This saying was alarmingly dangerous. It was considered the starting point of confusion in the Thai society. A true leader does not only lead other people, but also convinces them to want to follow. In other words, one cannot be a leader by appointing oneself, but by other people's faith

in their leader. Such faith derives from lifestyle behaviors, words, actions, and things done by the person on the moral ground.

One necessary characteristic of a leader is morality. The leader should know what is right and what is wrong. Not only virtue and ethics, a person who becomes a leader in Thai society should also possess other qualifications. Panyarachun (2008) said that a leader should be able to convince other people due to their faith in the leader, communicate clearly and completely for correct understanding, be observant, and believe in principles, human rights, and democracy. In addition, the leader should have visions in order to gain faith from the subordinates, as well as constantly seek knowledge to achieve efficient and effective management.

### **3. RESEARCH OBJECTIVES**

3.1 To study the relationships among integration of different exercises of power, integration of proper leader functions, integration of characteristics that lead to the most efficient management, and integration of characteristics that lead to the most efficient management.

3.2 To study the influence of integration of different exercises of power, integration of proper leader functions, integration of characteristics that lead to the most efficient management, and integration of characteristics that lead to the most efficient management on solving problems wisely in crisis situations.

### **4. RESEARCH HYPOTHESIS**

4.1 The integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive relationship.

4.2 The influence of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive impact on solving problems wisely in crisis situations.

### **5. MATERIALS AND METHODS**

This study is a survey research using close-ended questionnaire as the data collection tool. The questionnaire was divided into 3 parts. The first part was demographic profile. The second part included questions relating to leadership in comparative management to achieve management excellence which is composed of the integration of different exercises of power, the integration of proper leader functions, the integration of characteristics that lead to the most efficient management, and the integration of characteristics that lead to the most efficient management. The third part included questions relating to leadership for solving problems wisely in crisis situations. The questionnaire was tested for its content validity by experts in the field. It was also checked for reliability by using Cronbach' Alpha Reliability Test with a sample group of 30 Thai female managers in the overseas joint venture companies, with a reliability value of 0.882.

The population was Thai female managers in the overseas joint venture companies in Bangkok Metropolitan Area. The researcher used the Yamane's Table (1967) to



determine the sample size. The table indicated that 400 sample size was reasonable for the study. The data were collected during January- March 2014. The statistical data analysis was conducted using the descriptive statistics and the inferential statistics including *the Pearson is product-moment correlation coefficient* to test H1: The integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive relationship, and *the Multiple Regression Analysis* to test whether the influence of the integration of different exercises of power, the integration of proper leader functions, and the integration of characteristics that lead to the most efficient management have a positive impact on solving problems wisely in crisis situations.

## 6. RESULTS AND DISCUSSION

In terms of descriptive statistics, demographic data from the questionnaire showed that most respondents received monthly income of 40,000-60,000 Baht (245 persons/ 61.25percent), were married (256 persons/ 64 percent), had a master's degree (275 persons/ 68.75 percent), and been working in manager position for 3-5 years (301 persons/ 75.25 percent). The results of inferential statistics are shown below.

**H1:** The integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, the and integration of characteristics that lead to the most efficient management have a positive relationship.

**Table 1:** The result of relationship among the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management.

<i>Variables</i>	<i>Sample (persons)</i>	<i>Pearson's Correlation Coefficient</i>	<i>Sig. (P-Value)</i>	<i>Level of Relationship</i>
1. <i>X1 –X2</i>	400	.243	0.042*	Very low
2. <i>X1 –X3</i>	400	.334	0.002**	Low
3. <i>X1 –X4</i>	400	.212	0.032*	Very low
4. <i>X2 –X3</i>	400	.341	0.012*	Low
5. <i>X2 –X4</i>	400	.361	0.003**	Low
6. <i>X3– X4</i>	400	.432	0.033*	Low

*P-Value* < 0.05\*, 0.01\*\*

*X1* = the integration of different exercises of power

*X2* = the integration of proper leader functions

*X3* = the integration of qualifications of a good leader

*X4 = the integration of characteristics that lead to the most efficient management*

The result in Table 1 showed a relationship among the factors of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management ( $r = .212, .243, .334, .341, .361, .432$   $p < 0.05$ ) with a statistical significance of 0.05.

**H2:** The influence of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive impact on solving problems wisely in crisis situations.

**Table 2:** The result of influence of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive impact on solving problems wisely in crisis situations.

<i>Variables</i>	<i>B</i>	<i>SE</i>	<i>β</i>	<i>t</i>	<i>Sig. (P-Value)</i>	<i>Priority Ranking</i>
<i>1. The integration of different exercises of power</i>	<i>0.191</i>	<i>0.030</i>	<i>.250</i>	<i>6.343</i>	<i>0.000***</i>	<i>4</i>
<i>2. The integration of proper leader functions</i>	<i>-1.080</i>	<i>0.296</i>	<i>.419</i>	<i>-3.648</i>	<i>0.000***</i>	<i>2</i>
<i>3. The integration of qualifications of a good leader</i>	<i>0.946</i>	<i>0.251</i>	<i>.429</i>	<i>3.755</i>	<i>0.000***</i>	<i>1</i>
<i>4. The integration of characteristics that lead to the most efficient management</i>	<i>-0.220</i>	<i>0.024</i>	<i>.368</i>	<i>-9.050</i>	<i>0.000***</i>	<i>3</i>
<i>Adjust R<sup>2</sup> = .427, Standard Error = 4.565, F Significance = 0.05*, 0.01**, 0.001***, N = 400</i>						

The result in Table 2 showed the influence of the integration of different exercises of power ( $\beta = .250$ ,  $t = 6.343$ ,  $p < 0.001$ ), the integration of proper leader functions ( $\beta = .419$ ,  $t = -3.648$ ,  $p < 0.001$ ), the integration of qualifications of a good leader ( $\beta = .429$ ,  $t = 3.755$ ,  $p < 0.001$ ), and the integration of characteristics that lead to the most efficient management ( $\beta = .368$ ,  $t = -9.050$ ,  $p < 0.001$ ) had a positive impact on solving problems wisely in crisis situations with a statistical significance of 0.001.

## 7. CONCLUSION AND DISCUSSION

The result from the Table 1: The relationship among the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management. It found that there is the relationship among the factors of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management ( $r = .212, .243, .334, .341, .361, .432$   $p < 0.05$ ) with a statistical significance of 0.05.

These results were related to the studies of Beaman, Chattopadhyay, Duflo, Pande and Topalova (2009) and Avolio (2010) who stated that leadership will reflect to the image of a person with elegant personality, determination on systematic work, intelligence in strategy planning, pure honesty, and sacrifice for the benefits of the public more than oneself and van Engen and Willemsen (2004) and Matsa and Miller (2012) who mentioned that leaders whoever males or females must accomplish their missions and show their intelligence and vision. Moreover, Bass and Bruce (1994) Brim, Stephen, Slaton, and Schwerin (1998) Barriteau (2003) who mentioned about integration of different exercise of power, which is composed of the authority with careful deliberation to help make the command and work instructions, considering exercise of power requires a leader, being open-minded and training the subordinates; and participating exercise of power.

Yet Tichy and Devanna (1999) Ames and Flynn (2007) and Ayman, Korabik, and Morris (2009) who mentioned about integration of proper leader functions which is composed of controlling their subordinates, supervising systematically examine the work progress, being quickly problem solving, coordinating and directing work schedule, persuading the subordinates to complete their assignments; and evaluating the subordinates' work performance. Moreover, Mainiero (1986) Nelton (1991) Powell (1993) and Ely and Thomas (2001) who mentioned about integration of qualifications of a good leader is composed of having knowledge and ability, and use wisdom to solve any problems, being emotionally stable, mature, self-confident, and interested in various kinds of activities to apply in their work, having intrinsic motivation; and having good attitudes and friendly personality with self-esteem and optimism. The last related studies was the studies of Foels, Driskell, Mullen, and Salas (2000) Judge and Piccolo (2004) Paxton, Kunovich, and Hughes (2007) who mentioned about integration of characteristics that lead to the most efficient management is composed of acting as an authority, acting as a developer, acting as an administrator; and acting as a tactical commander. At present, every administrator needs to acquire leadership in order to direct subordinates and pull out their best effort to accomplish the goals.

The result from the Table 2: The influence of the integration of different exercises of power, the integration of proper leader functions, the integration of qualifications of a good leader, and the integration of characteristics that lead to the most efficient management have a positive impact on solving problems wisely in crisis situations. It found that there is the influence of the integration of different exercises of power ( $\beta = .250$ ,  $t = 6.343$ ,  $p < 0.001$ ), the integration of proper leader functions ( $\beta = .419$ ,  $t = -3.648$ ,  $p < 0.001$ ), the integration of qualifications of a good leader ( $\beta = .429$ ,  $t = 3.755$ ,  $p < 0.001$ ), and the integration of characteristics that lead to the most efficient

management ( $\beta=.368$ ,  $t=-9.050$ ,  $p < 0.001$ ) had a positive impact on solving problems wisely in crisis situations with a statistical significance of 0.001.

These results were related to the studies of Ahern and Dittmar (2012) and Boulouta (2012) who mentioned that in order to acquire such leadership, one must study the situation and adjust oneself wisely and smoothly in order to obtain victory even in difficult or complicated situations. In addition, one must exercise one's own leadership together with that of both male and female subordinates to strengthen the army and become the conqueror as well as the studies of Eagly and Johnson (1990) Vinkenburg, van Engen, Eagly and Johannesen-Schmidt (2011) and Dezsò and Ross (2012) who confirmed this is the ideal leadership of the greatest female leaders who are intelligent and have had a lot of practice. However, sometimes the power is inherited from the family. These female leaders need to become successful by resolutely getting through crisis situations and successfully compromising with involved people. Becoming a female army leader or the greatest one is not impossible as long as one understands the definition of the term "leadership", which be explained by Fiedler (1967) and Acker (1992) who stated that leadership is the capability to exercise power and influence over other people, groups, or mass to follow the directions toward the predetermined goals.

Yet Bass (1990) and Schein (2005) who pointed out that work assignments alone could not guarantee that one could apply one's leadership effectively. Moreover, the studies of Parker (2000) and Antonakis Avolio and Sivasubramaniam (2003) who stated that a complete leader required leadership in oneself and from the support of the others, which would lead to perfect management. The studies of Khemsate (1999) who indicates that a good organization needs leaders who possess leadership both in oneself and in management. Yet Kouzes and Posner (1997) and van Knippenberg De Dreu and Homan (2004) who said that management means the ability to confront complex situations and a leader is the one who creates vision as guidance for the future of the organization. Moreover, Hersey and Ulrich (1996) and Wang Oh Courtright and Colbert (2011) also shared the same idea that a manager/leader was the authority appointed to instruct the members of the organization.

The studies of Borkowski and Ugras (1998) and The Ministry of Education (2003) reported that leader must concentrate in training, which will be developing their employees' performance potential. The another studies of Makasiranon (2008) and Eagly, Johannesen-Schmidt and van Engen (2003) also stated that a leader must learn and take the role of a change agent to drive their business to success or make it real. The studies of Loden (1985) Helgesen (1990) and Phasukyued (1998) revealed that the ways a person could take a position of the executive became different. It is obvious that "leadership" required to manage the organization successfully includes the concepts indicated by Hersey and Ulrich (1996) and those necessary for Thai society. Also, Nittayarampong and Smitasiri (2001) discovered that Thai society had more faith in male leaders than female leaders. This perception resulted from the past Thai culture where male leadership was respected. However, Thai society is more open now, and women are given the opportunity to play more roles. The studies of Yuki (1989) Sagan (1998) and Brescoll (2011) who pointed out that a model female leader should combine the male and female leadership characteristics. The study of Wattanasiritham (2008) also agreed that a successful female leader should integrate

the male and female leadership in terms of power exercising, proper leader functions, qualification of a good leader, and characteristics that lead to the most efficient management.

On solving problems wisely in crisis situations, the study of Bass (1998) indicated that the ability of people, especially the supervisors or administrators, to work or manage work required not only the knowledge of work but also the decision making skill. The study of Simon (1978) showed that one's decision often has mistakes due to many reasons. The another concept will be explained by Hersey and Blanchard (1982) who stated that this type of leadership would occur if the leader could increase the interest of the subordinates, make them realize and accept the objectives and missions of the team, and encourage them to consider the benefits of the organization more than their own. Naveekarn (1997) stated that transformational leadership required the leader to use their charisma. Kouzes and Posner (1997) also said that an organization would be sustainably successful if the leader possessed the following two characteristics: credibility and management capability.

The study of Nittayaramphong and Smitasiri (2001) found that these characteristics would cause competitiveness of a particular organization. This point complied with the leadership theory of Hersey and Ulrich (1996) who stated that a successful leader needed to be a person who was credible and able to manage the organization. Leadership requires a person who has wisdom, righteousness, knowledge, and capability to lead other people to the righteous goal (Buddhist Scripture, 1998). Also, Nittayaramphong and Smitasiri (2001) also stated that most Thai people's understanding on leadership or its theories did not correspond to what other people believed and practiced at the international level. Moreover, Panyarachun (2008) said that a leader should be able to convince other people due to their faith in the leader, communicate clearly and completely for correct understanding, be observant, and believe in principles, human rights, and democracy. In addition, the leader should have visions in order to gain faith from the subordinates, as well as constantly seek knowledge to achieve efficient and effective management.

## 8. SUGGESTION AND RECOMMENDATION

Not everyone can be a female leader, or the greatest one, because they are appointed to be the leader in various situations. Some become the leader due to their intelligence or training, which is the most important thing. The female leader can be trained to manage different situations and problems, especially the crisis which can make her become a true leader, "Crisis situations make leaders," as mentioned above. This research article has shown that to be a good or the greatest female leader to lead the organization successfully, one should acquire leadership in comparative management for excellent management and in solving problems wisely in crisis situations.

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