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The Relationship between Ethics of Woman Executives and Business Effectiveness

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Abstract:

The purposes of this research were the relationships between ethics of woman executives and business effectiveness. The researcher studied the ethics, consisting of ethics in family, ethics in the social, and business ethics, that the woman executives used in their work place to generate business effectiveness. The researcher used both the quantitative and qualitative research methods in conducting this study. The research results show that with regard to the components of ethics in family, the samples, in total, always practice the components of ethics in family, which ethics in family with the highest mean is the number of role, followed by transferability, communication, and emotion respectively. With regard to the components of ethics in the social, the samples, in total, always practice the components of ethics in the social, which ethics in the social with the highest mean is to inculcate basic disciplines, followed by to instill aspiration, to teach skills, and to teach social roles and supporting attitudes respectively. The components of business ethics are in the level of the most real, while business ethics with the highest mean is ethics to customers, followed by ethics to staff and employees, and ethics to society respectively. The components of business effectiveness are in the level of the most real, while business effectiveness with the highest mean is rational-goal, followed by human relation, and internal process respectively. With regard to the correlation analysis between the components of the ethics of woman executives and business effectiveness, all four variables have relationship in the same direction with the statistical significance at the level of .01, and the correlation is between .627 and .864. The highest inside correlation is the relationship between business ethics and business effectiveness; which is relevant to the set hypothesis. In addition, the analysis of the qualitative data is relevant to the quantitative data, the results shows that most woman executives have the attitude in the same direction about that the ethics in family or the relationship in family have an effect on the organizational operation; if the family members have ethics and morality, they will lead to the success in family and in working. With regard to the ethics of the social, the inculcation of basic disciplines was prioritized; people should realize their own duty, role, and responsibility. Moreover, with regard to the business ethics, the personnel in the organization should be trained to cooperatively drive on the morality by that every mechanics should be prolonged rightfully for the highest benefit of the organization.

Keywords: Relationship, ethics of woman executives, business effectiveness, family, social, business ethics

1. Introduction

Thailand nowadays is affected by many factors; the expansion of developing countries, the aggregation of different regions around the world, and globalization. These factors enlarge the market of Thailand, leading to the more aggressive competition. Therefore, every organization has to adapt itself to be up for the changes. An important factor which can help the organization to effectively change is the executive mindset. The executive who has leadership will do the right thing to the organization. To be a leader in the midst of globalization requires morality because any organization in a new society will be knowledge based organization, a learning organization, and be transparent and standardized to search for excellence. The executive can only be successful in management in this modern society with the application of morality and ethics (Theekhasap, 2004).

The developmental trend in economy, society, and technology has an impact on the society and its subsistence; people have to fight for survival so they become selfish and practice unfair means. This shows the decline of mental development. The mental recovery and development requires that people understand the basics of ethics which is love, unity, and effective cooperation (Songkijasp, 2007). Therefore, a leader in any organization should possess moral ethics to be a role model to others, consisting of 2 components; (1) act and make decisions ethically, and (2) lead ethically for both visible and invisible part; which these 2 parts should be normally demonstrated all the time to other's face and behind their back in order to be the role model to build trust and credibility and respect of the organization and the individual. In addition, this is for building collaboration, a good climate, for reflecting the morality, and self-respect (Sanrattana, 2014).

One thing that has an influence on the business operation of the organization is to create the ethics in the organization in the form of quality of working life, work satisfaction and organizational commitment (Khunmee and Weerakul, 2008). The moral problem found in the business organization is the conflict of interest, which happens from the conflict of self-interest and responsibility. In general, the moral problems can happen every day (Thienthai, 2009) due to the reason that people duty is not only for their security, but they also have to be concerned about other's security. In the world of business, the ethics are the mirror reflecting the value of decision making of the organization (Certo, 2006). With this reason, it is necessary that the leader should study and understand the ethical problems in operating business to be able to resolve those problems. If the executive had defined the solution direction, the ethical problem and its effect would have been more easily resolved.

The solution direction is to determine the explicit measurement or action plan in preventing the ethical problem; this can help create a good feeling and easing the problem. In addition, the personnel have different levels of ethics due to the difference of ethical background of family, culture and society they grew up in. The effectiveness of the ethics in the organization depends on 3 factors: ethics of individual, persuasion of the executive and friends (Srijanetch, 2009).

With the changing times, women have more roles. Many women become executives and succeed in their work. According to The Grant Thornton International Business Report: (IBR), at this time, worldwide, there are increasingly women who are in the position of chief executive; there were 20% of woman executive in 2011, 21% in 2012, and 24% in 2013 (Thornton, 2013). The factors supporting women to become chief executive are the warm family values, socialization, having future life plan, and a high education. As for the married women, their husbands take an important part in their wives' progress at the work front, and help take care of family. In addition, the personality, values, and the motivation in working are also important in supporting woman executives (Charoensap, 2009).

Since woman executives have an important role in operating business and in supporting ethics in the organization, they have to be good role models in creating the ethical frame for others in the organization. When a business is operated within an ethical basis, and when people in the organization rely on ethics, this will have an influence on the effectiveness and the quality of the operation. The business has its own value, reliability, faith in the executive and the employee, customer, partner, and society. With these reasons, the researcher is interested in studying the relationship between ethics of woman executives and business effectiveness, in order to learn about the effective application of ethics by woman executives either actively or passively. The research results will be useful to the organization, in developing the ethics of the executives to be able to effectively manage the organization and to succeed in work.

1.1. Purposes of Research

1. To study the components of the ethics of woman executives.
2. To study the components of business effectiveness.
3. To study the relationship between ethics of woman executives and business effectiveness

1.2. Hypothesis of Research

- H_01 The components of ethics in family do not have a relationship with business effectiveness.
- H_11 The components of ethics in family have a relationship with business effectiveness.
- H_02 The components of ethics in the social do not have a relationship with business effectiveness.
- H_12 The components of ethics in the social have a relationship with business effectiveness.
- H_03 The components of business ethics do not have a relationship with business effectiveness.
- H_13 The components of business ethics have a relationship with business effectiveness.

2. Literature Survey

2.1. Concept about Business Effectiveness

Robbins (1990) and Quinn and Rohrbaugh (1983) defined business effectiveness as the capability of the business to reach both the short-term and long-term goal in both results and process. In addition, Quinn and Rohrbaugh (1983) also studied business effectiveness through the competing-values approach; there are three basic value groups: (1) Value group of flexibility and control, considering the organizational structure of these two opposite dimensions. (2) Value group that focuses on the internal organization management, which can be divided as the focus on the good living and the people development in the organization, and the integration and development of the organization. As for the external organization management and the differentiation, the priority is on feelings and requirement of people in the organization and on productivity and the task

accomplishment; (3) Value group with the relationship of the organizational means and the organizational ends. To focus on means is to prioritize the internal process and long-term continuity, while to focus on organizational ends means to prioritize the last results and short-term period.

2.2. Concept about Ethics in Family

Minuchin (1974), Friedman (1992) and Amato (1994) said that the relationship in family will help the family members to have their own self-esteem, by receiving love and encouragement from family. The family members have to take good care of the feelings of other members and to accept each other. The family in which both father and mother can fully commit their time to their children, the young will have a good relationship with their parents. Moos & Moos (1986) said that duty of family member could be divided in 3 dimensions; 1) Relationship dimension, which can be considered from (1) Commitment among family members: the family members have to find the agreement about the level of commitment, assistance, and support. (2) Expression: family members should find the agreement about the honest expression of personal emotion and feeling. (3) Conflict: family members can express their displeasure, conflict, or problems of interaction among other member (Goldenberg & Goldenberg, 1995). 2) Personal growth dimension, which can be considered from (1) Family members have each own freedom, they are able to make their own decision by themselves and let other members make theirs, including being assertive. (2) Family members should have morality and ethics. (3) Family members have the creative activities. (4) Family members should behave following the good culture and custom which brings about the success in life (Goldenberg & Goldenberg, 1995). 3) System maintenance dimension; family members must maintain the family structure, rule, and regulation of family (Goldenberg & Goldenberg, 1995). Grandall (1980) presented the concept about the duty of family and the relationship in family. He talks about primary relationship with the following components: (1) Number of role: the roles in a family are various- being parents, being children, or being relatives. (2) Communication: the relationship in the primary group has open communication. Each member will talk freely and exhibit different traits. (3) Emotion: the relationship in the primary group or in the family is based on various emotions consisting of love, understanding, bonding, sympathy, and even conflict or anger. (4) Transferability: the primary relationship will form with only one person. It is the interaction between one couple or one group, which is a specific commitment and is hard to change. It means the family members would be committed within the family only.

2.3. Concept about Ethics in the Social

Secord & Backman (1964), Kerckhoff (1972) and Broom & Selznick (1968) described the socialization that it is the interacting process between people, in which an individual behavior should be compatible with the expectation of the community or from the elderly. It is the interactive process which has a continual influence on the characteristics and the demonstration of each individual. The process of socialization has 2 meanings: in the viewpoint of society, the process of socialization is the transmission of culture and the teaching about an ordered lifestyle. In the viewpoint of individual, the process of socialization is the process that changes people from the bio-organic creature to be humans who can control themselves. Broom and Selznick (1968) said that the general society mainly focuses on these 4 socialization points; 1) To inculcate basic disciplines: the discipline is the basis of life and living in the society because the discipline forces people to conform although they are willing or not. Therefore, the member of the society must follow and be practice since their childhood, for that they can grow up and live happily. 2) To instill aspiration: the aspiration stimulates people to have intention and to constrainedly surrender to follow the rule, regulation, norm, and discipline for accomplish the goal or the appreciated aspiration. 3) To teach social roles and supporting attitudes: it is to teach the members to proceed gradually in collecting knowledge about the role of individual and other, so that they can react without any timid and mistake in circumstance. 4) To teach skills: this helps people to be prepared to participate in social activities with others by teaching job skills, for example, language skills, computer skills which are important for earning for living.

2.4. Concept about Business Ethics

Post et al. (2011), Steiner & Steiner (2012) and Carroll & Buchholtz (2012) defined business ethics as the approach to apply ethics in a business in order for it to operate correctly and appropriately under the direction of morality. The principles and standard of morality can lead an individual to behave ethically and make moral decisions in an organization. Vernon-Wortzel (1994) said that considering a business from the point of view of the stakeholders, business ethics is in the interaction between individuals and groups both inside and outside the society of business. As for the inside society of business, the people in it consisting of the shareholder, proprietor, executive, employee, and colleague must have ethics and responsibility. As for outside society of business, consisting of customer, creditor, both international and domestic competitor, government, public, business association, and the international organization, should also practice ethics and responsibility. Freeman (2010) said that a successful business must be able to provide value for the stakeholders who consist of customer, partner, employee, community, creditor (share holder, bank, investor). The value can be defined as responsibility to the environment or operating activities which make this world more livable. However, the concept of business, morality, sustainability, and responsibility must be operated together because it is the stakeholder who receives the benefit and also affected from the business activities.

3. Research Methodology

The researcher used the mixed methods research design; quantitative and qualitative research. The secondary data were retrieved from reviewing the document and related research, while the primary data were collected by distributing the questionnaire and the semi-

structure interview. The researcher used the triangulation study in collecting both quantitative and qualitative data concurrently. The researcher also operated the in-depth interview from 24 woman executives of small, medium, and large business organization. The statistics used in this research are Frequency, Percentage, Mean, Standard Deviation, Pearson Correlation, and used Content Analysis in analyzing the qualitative data. In the analysis of both quantitative and qualitative data, the researcher gave equal importance. The period of this research is from September to December 2014 (4 months).

4. Research results

4.1. Demographic Profiles

The results show that 58.30% of woman executives are aged between 51 – 60 years old. As for education level, 66.70% have graduated with a Master's degree. As for marital status, 62.50% are married. As for working period, 87.50% have worked as executives for more than 15 years. As for working position, 41.70% are chief executives.

4.2. The Analysis of the Components of Ethics in Family

With regard to the components of ethics in family, the results show that the samples, in total, always practice ethics in family. In particular, number of role has the highest mean, followed by transferability, communication, and emotion respectively (see table 1).

Components	\bar{X}	S.D.	Translation	Ranking
1. Number of role	4.60	.466	always	1
2. Communication	4.41	.570	always	3
3. Emotion	4.27	.703	always	4
4. Transferability	4.47	.708	always	2
Total	4.44	.543	always	

Table 1: Mean and standard deviation of the components of ethics in family in total and in particular

4.3. The Analysis of the Components of Ethics in the Social

With regard to the components of ethics in the social, the results show that the samples, in total, always practice ethics in the social. In particular, to inculcate basic disciplines has the highest mean, followed by to instill aspiration, to teach skills, and to teach social roles and supporting attitudes respectively (see table 2).

Components	\bar{X}	S.D.	Translation	Ranking
1. To inculcate basic disciplines	4.79	.338	always	1
2. To instill aspiration	4.46	.480	always	2
3. To teach social roles and supporting attitudes	3.96	.770	often	4
4. To teach skills	4.24	.705	always	3
Total	4.35	.468	always	

Table 2: Mean and standard deviation of the components of ethics in the social in total and in particular

4.4. The Analysis of the Components of Business Ethics

With regard to the components of business ethics, the results show that the components of business ethics are in the level of the most real. In particular, ethics to customers has the highest mean, followed by ethics to staff & employees, and ethics to society respectively (see table 3).

Components	\bar{X}	S.D.	Translation	Ranking
1. Ethics to customers	4.74	.372	the most real	1
2. Ethics to staff & employees	4.61	.500	the most real	2
3. Ethics to society	4.50	.537	the most real	3
Total	4.62	.420	the most real	

Table 3: Mean and standard deviation of the components of business ethics in total and in particular

4.5. The Analysis of the Components of Business Effectiveness

With regard to the components of business effectiveness, the results show that the components of business effectiveness are in the level of the most real. In particular, rational-goal has the highest mean, followed by human relation, and internal process respectively (see table 4).

Components	\bar{X}	S.D.	Translation	Ranking
1. Rational-goal	4.49	.451	the most real	1
2. Internal process	4.35	.580	the most real	3
3. Human relation	4.45	.500	the most real	2
Total	4.43	.479	the most real	

Table 4: Mean and standard deviation of the components of business effectiveness in total and in particular

4.6. The Correlation Analysis between the Components of Ethics of Woman Executives and Business Effectiveness

The researcher analyzed the correlation by the variables of ethics in family (FAM), ethics in the social (SOC), business ethics (BUS), and business effectiveness (EFF)

With regard to the correlation between the components of ethics of woman executives and business effectiveness, the results show that all 4 variables have the relationship in the same direction with the statistical significance at the level .01, in which the correlation is between .627 - .864. The highest inside correlation is the relationship between business ethics (BUS) and business effectiveness (EFF) (see table 5).

Variables	FAM	SOC	BUS	EFF
FAM	1	.716**	.758**	.627**
SOC		1	.782**	.831**
BUS			1	.864**
EFF				1

Table 5: Correlation analyses between the components of ethics of woman executives and business effectiveness

** Statistical significance at the level .01

4.7. The Content Analysis

The key informants presented their perception which is invariably useful to this research for the vision and the viewpoint about ethics of woman executives towards business effectiveness. The researcher synthesized the data and the results are as follows:

4.7.1. Ethics in Family

The findings from the interview show that the ethics in family or the relationship in family have an effect on business effectiveness. Most woman executives applied their practice of ethics in family in operating their business. They used mercy, kindness, forgiveness, and the suggestions with gentle words, as they use with their family members. The woman executives correspondingly have tolerance to restrain themselves. In addition, they used psychology in solving problems of family members, and equally being attentive to them. Being fair in judgment and practicing morality for being a role model is also important. The woman executives applied ethics in family at the work place by acting as a good role model to both the family members and officers, being attentive to officers like family members. The executives behave equally with the employees without any bias. They have to take good care of employees both in happy moments and in trouble without expecting any returns. The woman executive should cultivate morality among employees and family members to strictly rely on the Five Precepts. When the problem occurs, everyone will have some feeling, but thought before action should be practiced. The other factor is Four sublime states of mind: loving-kindness, compassion, sympathetic joy, and equanimity: advising in work, forgiveness, cooperation, coaching and training, resolving the problems, using gentle praising words for colleagues, giving reward to the employee who creates useful activities are few of the qualities to be found in woman executives. Moreover, other important thing is to create a strong relationship and commitment among people in the organization, to respect the elderly, including respecting others' right. Eventually, success in a family is also the success at the workplace.

From the interview, there were different views towards ethics in family that it might have an influence on the family business, but might not or might have an effect on an outside organization. Many executives who can apply ethics in management might not be able to keep the relationship in the family with the same basic ethics. In the organization, the executive can make a decision with ethics and correctness, without any emotional state; while in the family, emotions and feelings of other family members would be considered as important factors in decision making.

In addition, there is another different attitude that ethics in family or relationship in family should not have any influence on business effectiveness. It is vitally important that the chief executive is able to separate personal issue from work at all costs. The work environment should be democratic where everyone has the right to show opinion or suggestion.

4.7.2. Ethics in the Social

The findings from the interview show that the ethics in the social have an effect on business effectiveness, especially to inculcate basic disciplines because this is the common rule in the society, which should be inculcated for the advantages of the organization about saving time and cost, increasing the productivity, and having good quality of life. That the organization has basic discipline was demonstrated by the fact that the officers in the organization know their duty and responsibility, also accept the difference of each individual in each position.

The success in managing human resources is the key of business effectiveness and sustainability by which the work will reach its goal correctly and explicitly. The ethics of the executive in managing the organization is Iddhipada 4 (Four Successful Paths). Iddhipada means path of accomplishment or basis for success. Even the Buddha also keeps this principle in practicing meditation. This principle is important as the path to accomplish and go to nirvana within this life, consisting of (1) Chanda means the aspiration or will to nobly do a particular thing usually in addition develop better; (2) Viriya means the exertion, perseverance, or effort to nobly keep doing on a particular thing; (3) Citta means the dedication, active thought, or thoughtfulness; and (4) Vimamsa means the investigation, examination, reasoning, or testing. In addition, to instill aspiration, especially the oath; it is to keep the promise, to instill employee to have their own possible ambition for being advanced in the future. The executive should also apply specific skills to teach individual professionalism so that the employee really knows those skills. In addition, the business should have a good role in the society, prioritize the responsibility from inside to outside-first taking care of the quality of life of the employee, then taking care of the nearby community, the society, with serious, sincere, continual, and sustainable action, and also mainly thinking about environment and total society.

4.7.3. Business Ethics

The findings from the interview show that the business ethics have a great effect on business effectiveness. Having ethics is to do the correct thing; all officers should cooperatively drive on the ethics. Moreover, the executives should support the business ethics by letting every mechanics continue with righteousness for the highest advantage, leading to the reliability, sympathy, fairness, and sincerity in work. They should also use positive strategy to generate a good organizational culture, so that the stakeholders have a long-term faith and reliability. Another important thing is to correctly and quickly communicate the news, and not to take advantage of the customers, not to disrupt the competitors. As for the society, the organization should always look for the welfare to the society.

4.7.4. Business Effectiveness

The findings from the interview show that each dimension of business effectiveness has different importance. Goal setting has become important factor in business effectiveness. Setting a mission, purpose, and the practice direction lead to the success. Therefore the organization should cooperatively formulate the goals, which is explicit, practical, and ordered so that the organization can step forward. The employees should be prioritized in formulating the organization goals. If the employees have good physical and mental health, they can produce quality work. To develop business effectiveness there should be coordination from the operational level to the executive level. Then, the executive will consider and approve the action plan. After that is the process of communication and the follow-up. The internal process is another important factor influencing business effectiveness. The good working style requires the cooperation of the personnel in every level to discuss and share opinions, as the success of any organization depends on it. Every department should be concerned about the correctness, modernity and explicitness under the regulations. The organizational culture should be created for the promulgation of the changes. The internal organization should be peaceful, orderly, convenient, which can be substantially evaluated. The executives should decentralize authority. In addition, they should set up annual training for the other level executives to keep them updated about changes and trends in business ethics, and to keep abreast of emerging competition in the business world. It is also important to have a good relationship among peers. Business effectiveness occurs from the good relationship, unity, love and shared knowledge. This is the approach to create commitment in the organization to love and to understand each other, and to be ready to step forward for the prosperity of the organization. To put the right man on the right job can create quality work, and reduce the stress in the workplace.

Additionally, it is found that business effectiveness can occur when the executives have honesty, responsibility, morality, and a good heart; think beyond the self advantage; intend to be a good role model; focus on the right thing; create and cultivate good manners at work by teaching the Buddhist ethics, the Theory of Efficiency Economy in every working process. The organization should be transparent, fair, and that can be verified. If everyone possesses a good morality, the work of the organization will be successful.

5. Conclusion and Discussion

Ethics in family or family relationships have an effect on business effectiveness, because family is the first social institute. Most woman executives applied ethics in family in operating their business. They used mercy, kindness, forgiveness, and advice with gentle words. The woman executives correspondingly have tolerance to restrain themselves. In addition, they used psychology in solving problems of family members, and also equally being attentive to them. The woman executives applied ethics in family, in the workplace by acting as good role models, both the family members and officers, being attentive to officers like family members. This is relevant to the concept of Minuchin (1974), Friedman (1992) and Amato (1994) that the relationship in family will lead the family members to have their own self-esteem, by receiving love and encouragement from family. The family members have to take good care of the feelings of other members and to accept each other. In addition, Grandall (1980) presented the concept about the duty of family and the relationship in family, which is the primary relationship, its components are (1) Number of role; the type of the relationship in family is various, being parents, being child, or being relatives. (2) Communication; the relationship in the primary group has opened communication; each one will talk freely and exhibit different traits. (3) Emotion; the relationship in the primary group or in family is based on various emotions of love, understanding, bonding, sympathy, and even conflict or anger. (4) Transferability; the primary relationship will be formed with only one person. It is the interaction between couples or groups. It means the family members would be committed within the family only.

Nowadays, in addition to the role in a family, the woman executive also has a role in the society; as the member or the leader of the social organization. The more social role the woman executive has, the more responsibility she has to undertake. To inculcate basic disciplines is prioritized because this is the common rule in the society, which should be inculcated for the advantages of the organization about saving time and cost, increasing the productivity, and having good quality of life. That the organization has the basic discipline is demonstrated by the fact that the organization officers know their duty and responsibility, and also accept the difference of each individual in each position. The success in managing human resources is the key of business effectiveness and sustainability. Both social responsibility and good governance are also important. This is relevant to the concept of Secord and Backman (1964), Kerckhoff (1972) and Broom and Selznick (1968) who said that socialization is the interacting process among people, in which the individual behavior is compatible with the expectation from group or from the society. It is the interactive process which has continual influence on the characteristics and the demonstration of each individual. The process of socialization has 2 meanings; in the viewpoint of society, the process of socialization is the transmission of culture and the teaching about an ordered lifestyle. In the viewpoint of individual, the process of socialization is the process that changes people from the bio-organic creature to be humans who can control themselves. Broom and Selznick (1968) said that the general society mainly focuses on these 4 socialization points; (1) To inculcate basic disciplines; the behavior that limits the satisfaction nowadays for the social acceptance. The basic disciplines is the basic of ways of life and living together in the society because the disciplines will force people to behave under social law, even though it is contrary to one's satisfaction. Thus the discipline should be cultivated since childhood. (2) To instill aspiration; the aspiration and the ambition help people to have intentions and be reluctant to follow the law and the disciplines and the social norms. This is because of the goal and the expectation from society may be different from each individual. (3) To teach social roles and supporting attitudes; this is to teach members to collect knowledge about their role and also other's that is appropriate to the place and time. (4) To teach skills; this helps people to get ready to participate in the social activities with the occupational skills.

The woman executive also considered business ethics to be important to business effectiveness; having ethics means to do the correct thing, to rely on the loyalty to ourselves, other people, the work, and the organization. All officers should cooperatively drive on the ethics. Moreover, the executives should support the business ethics by letting every mechanics continue with righteousness for the highest advantage. They should also use positive strategy to generate good organizational culture. Another important thing is to correctly and quickly communicate news, and not to take advantage of the customers, and not to disrupt the competitors. The organization should always create the commonwealth to the society. This is relevant to the concept of Post et al. (2011), Steiner and Steiner (2012) and Carroll and Buchholtz (2012) that the business ethics are as the approach to apply the ethics in business in order that the business is operated correctly and appropriately under the direction of morality, or that the principles and standard of morality can lead the behavior in the business world for the making decision of each individual in the organization. Moreover, Vernon-Wortzel (1994) said that considering the business in the aspect of the stakeholders, business ethics is the interaction between individual and group both in the inside and outside society of business. As for the inside society of business, it must have ethics and responsibility, consisting of the shareholder, proprietor, executive, employee, and colleague. As for outside society of business, it consists of customer, creditor, both international and domestic competitor, government, public, business association, and the international organization. Freeman (2010) also said that any successful business must be able to create a value for the stakeholders; consisting of customer, partner, employee, community, creditor (share holder, bank, investor); by creating the value with the responsibility to the environment or operating activities and make this world more livable. However, the concept of business, morality, sustainability, and responsibility must be operated together because the stakeholders are the ones who receive benefit and also are affected from the business activities. It can be said that the woman executive who has the ethics following the role in family, society and the business organization who provides a good effect to the organization. To set the goal of the organization takes an important part in business effectiveness. The success of an organization depends on setting up of mission and purpose level. And that everyone in the organization is aware of it. In addition, annual training programs for the other officials would be beneficial to make them abreast of changing trends in the business world and making them update with new technology in business. A good human relationship in the organization is also important; business effectiveness occurs from good relationship, unity, shared knowledge and amicability with each other. This is the approach to create commitment in the organization and to be ready to step forward for the prosperity of work. Business effectiveness also occurs when the officers have good relationship, good physical and mental health and they are ready to do quality work. This is relevant to the concept of Robbins (1990) and Quinn and Rohrbaugh (1983) who defined business effectiveness as the capability of the organization to reach both the short-term and long-term goal in both results and process. In addition, Quinn and Rohrbaugh (1983) also studied business effectiveness through the competing-values approach; there are 3 basic value groups; (1) Value group of flexibility and control, considering the organizational structure of these 2 opposite dimensions. (2) Value group that focuses on the internal organization management, which can be divided as the focus on the good living and the people development in the organization, and the integration and development of the organization. As for the external organization management and the differentiation, the feeling and requirement of people in the organization should be prioritized, along with productivity and the task accomplishment. (3) Value group with the relationship of the organizational means and the organizational ends. To focus on means is to prioritize the internal process and the long-term continuity, while to focus on organizational ends is to prioritize the last results and the short-term period.

Furthermore, the leader takes an important part in generating business effectiveness; the leader should have loyalty, responsibility, the concern about other's benefit, morality in heart, the intention to be a good role model, the right vision, including creating good working habit by interpolating the Buddhist ethics, the Theory of Sufficiency Economy in every working process. The business

that has the effectiveness must be transparent, ready to be verified, and fair. Everyone must have class morality, and the business will succeed.

6. Recommendations

1. With regard to the ethics in family, the research results should be publicized among the woman executives in every organization to recognize the importance of each individual role to be a good role model to the family members and the employees; strictly relying on morality and correctness, and also the 5 Precepts for being the basis of life.

2. With regard to the ethics in the social, the research results should be publicized in the organizations to realize the inculcation of basic disciplines in order to know the duty and the responsibility, which is the first priority of living together in the society. This will be a useful direction to both personnel and organization.

3. With regard to business ethics, the research results should be publicized to the woman executives in every organization to recognize the importance of having business ethics which is very important to the effectiveness of the organization; by permitting all employees to drive on the morality and ethics in working together in order to project reliability, faith and good image to the stakeholder.

4. From the different attitude that ethics or relationship in family might have an influence on the family business, but might not or might have an effect on other organization, many executives who can apply ethics in management might not be able to keep the relationship in the family with the same basic ethics. This is an interesting attitude, thus there should be a comparative study about the causal relationship between the ethics in family and ethics in the organization in order to know the attitude of the executive towards the use of different ethics.

5. There should be the quantitative research to compare the relationship between ethics in family, ethics in the social, and business ethics of the executive influencing the effectiveness of the small, medium and large organization in order to retrieving the nowadays fact of the ethics application of each level in the organization.

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