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LETTER OF ACCEPTANCE

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Dear Author:

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Universitas Sebelas Maret Surakarta, Indonesia

We are pleased to inform you that our panel of board had already reviewed your full paper and decided that your full paper entitled "**Women's Participation In Strategic Decision Making: Opportunity And Obstruction**" has been accepted to be presented at the 2nd journal of government and politics- international conference.

Please also be reminded that the registration fee of 100 USD for single authors and 50 USD for additional authors (second authors) that should be paid **before July 12, 2017**. This price is covering certificate, lunch, proceeding book, and seminar kit.

We also invited you to join in 10th International Indonesian Forum on July 25-26, 2017 with free registration. Please do registration process by filling in the form (on the next page) and send it back to us.

We look forward to welcoming you to Yogyakarta, Indonesia at July 24-26, 2017. If you have further questions, please do not hesitate to contact us at jgp-ic@umy.ac.id and cc to eko@umy.ac.id.

Sincerely yours,



Eko Priyo Purnomo, Ph.D

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WOMEN'S PARTICIPATION IN STRATEGIC DECISION MAKING: OPPORTUNITY AND OBSTRUCTION

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Abstract

Strategic decision making in an organization plays an important role to achieve the desired goal. Strategic decision making is a process of how managerial faces complex issues and needs analytical skill to solve them. The process and steps at a strategic decision include people who work in the organization, so they are able to transform risks into opportunities. The fact is, there are only few women sitting in high positions in organization compared to men. Whereas according to Zhou etc (2014) men in the decision making process have higher risks compared to women. The purpose of this article is to review women's participation in strategic decision making in organization. This research uses qualitative approach. Data source uses secondary data through literary study, both from books and published research on national and international level journals in the last five years.

The results of the analysis show that women's participation is lower if compared to men's. The strategic decision making process is still influenced by strong gender stereotypes in organization. Women have fewer opportunities and incentives in organization promotion compared to men. The inability to manage emotions and many job opportunities in high levels make women less optimal in participating in the strategic decision making. The ability of a woman in management perspective is more effective compared to men. Women can also construct a way out in financial achievement even in crisis. Another strength is women's ability to multitask simultaneously. Some implications from this research are giving an equal opportunity between men and women in strategic decision making. Moreover, organization needs to provide higher education so women can develop their potential to be involved in strategic decision making.

Keywords: women's participation, decision making, strategic decision, gender, leadership

INTRODUCTION

Strategic decision making plays an important role to achieve the desired goal of an organization. The employer and employees should cooperate to make use of resources with the help of applied system. One organization will discover lots of difficulties in achieving goals if it is going without good teamwork. Teamwork among employees will be useful in giving considerations to make an accurate and optimal decision. Employees in any organization or institution consist of males and females. All of them are committing to each other to face

all the issues in their organization. According to the research of Valogy, Lessing & Schepers (2000), prove that employees' participation in making decision for organization matters prefer the higher level of academic standardization, higher level of motivation and men to lower level of academic qualification, lower work quality and women. This such situation shows there is a different role in making decision or in making policy from a particular group in the organization.

Everyone might have a desire to contribute in making a strategic decision. This is also said

by Valogy, Lessing & Schepers (2000) that all employees have desires to participate in the decision making process, and that academic qualification, work quality and gender are all related to what they want to join and participate, furthermore, if the decision they have made could give some particular benefits for some particular people. However, if the chosen decision gains more disadvantages to the particular group, they will surely feel uncomfortable and bring dissatisfaction feeling to the employees. This perception is similar with the research result of Krishnan and Park in Almeida & Bremser (2015) that either men or women are required to response to the environment difficulties and to make the best decision to market the company. The cooperation between men and women shows a continuity that can help the company or organization to make decision together. However, there are always tendencies in any leaderships and also the involvement of male employees and female employees. The research of Almeida & Bremser (2015) revealed that company or institution led by men tend to use more technology and internet in taking action to reduce the cost and to fire employees. Meanwhile, company or institution led by women tend to focus more on strengthening their relationship with their clients, increasing their employees' values and giving a working allowance and social allowance. Besides that, women are able to contribute in designing an innovative vision to make decision. Even in some other ways, women can bear a new perspective to overcome the financial crisis in the company, and also can play a social role on a global economy life. The impact of women's participation can help to run the company more affectively than men. Some proves that women are worthwhile to take part in the organization to make decision are showed in the study of Laher dan Croxford (2013), that women have higher score than men in the area of Neuroticism, Anxiety, Vulnerability, Self-consciousness, Warmth, Activity, Positive Emotional, Aesthetics, Feeling, Spirit, Adaptation, Tendermindedness, Altruism, Simplicity, Accuracy, Discipline and achievement. Even though, in the level of depression, women also have a high score. However, in terms of maintaining the harmony

among the employees, especially in making decision, women are dominant (English & Hay, 2015). Based on the previous studies, it is revealed that the role of women in running an organization with many different characteristics is worthwhile to be placed in the same level with men whom are perceived more capable in making strategic decision.

Somehow, in the real life, the role of women are still being underestimated. Women are hardly to be given opportunities to contribute on making decision in an organization. Today's fact is still showing that there is a discrimination towards women's capability in running an organization especially towards women's participation in making decision. According to ILO (BBC Indonesia, 2016) the data from 178 countries revealed that the level of women's participation in work life is lower 25,5% compared to men's participation in 2015 with a difference only 0,6% lower compared to 20 years ago. Then, women are jobless 6,2% higher than jobless men which is around 5,5%. Besides, women have longer work time than men.

Those data show that women's participation in work life and perception toward women's competencies are still low. The differences between men and women's participation create a discrimination towards women, which we can see on the provided data about the low of women's role and contribution in work life. The less of respect and the low of work quality are still the reason women are stereotyped negatively and perceived less capable than men. This also can be viewed through the women's participation for the chair of public election (Komisi Pemilihan Umum) which showed that there is only 1 woman of 5 existing commissioners. The percentage showed only 30% opportunity for women being important legislative candidates in making decision (Titi, 2017). Supporting Titi, Yohana in the news article of CNN Indonesia (2017) explained of how hard for women to have a chair in legislative tend to decrease from 23% becomes 17%. She also said that only 77 women are being regents, mayors, vice mayors, and none are being governors. Thus, the percentage of women's participation either in a company or government institution is still imbalanced. Bad

perceptions such as women's ability in managing their households will surely impact their work outside the house and also men will be valued as more competent than women.

In another hand, the study result of Fanani in Harian Kompas (2016) showed that discrimination towards women still happens oftenly. It can be perceived in any aspects, such as politics, economics, social, culture and civil. Tragically, there is still violence, social stigma, domestication, and marginalization. Some gender injustice cases toward women have also been the research of Cross-factory Labor Federation (Federasi Buruh Lintas Pabrik) found approximately 25 cases of sexual harassment to women around 25 companies in industry zone (Detiknews, 2016). Similar cases also occurred to female journalist. Female journalist who are working in the studio get a beauty and spa facility, instead female reporter who are working in the real field should take care of themselves (Detiknews, 2016). Moreover, female journalists tend to be perceived as a single person even though they have been married and they can not get family allowance or insurance (Aliansi Jurnalis Indonesia atau AJI, 2016). AJI's study in the government radio office mentioned the number of female employees are 45% and male employees are 55%. In kantor radio pemerintah menyebutkan jumlah pegawai perempuan 45 persen dan laki-laki 55 persen. While among 900 structural position, women chaired around 300 position, and more dominant on administration (AJI, 2016). Such injustice also occurred in politics, parliament and bureaucracy. Women are always given internal position such as treasurers and administration while external position are always given to men (merdeka, 2015). The number of Indonesian House of Representatives (Dewan Perwakilan Rakyat Republik Indonesia) members could reach 560 members, number of chosen female candidates for legislative periode 2014-2019 are 97 members or around 17,32%. Since our country has women rights to be house of representatives (DPR RI) members around 30%, then it should actually be around 168 members of women in DPR RI. The fact above shows that the involvement of women in politics is not fully applied in Indonesia.

In politics practices, politic participation in legislative institution is still lower than 30% based on Undang-undang 12 in 2003 chapter 65 verse 1 that each member of politics party in public election can propose candidates for House of Representatives (Dewan Perwakilan Rakyat), Assembly at Provincial (Dewan Perwakilan Rakyat Daerah) for province, DPRD regency/city for each election area without omitting the 30% involvement of women. Estu further mentioned that women representation in legislative institution is not higher than 15%. If women's representation can not reach the expected number, it will affect the decision making in the government which is done without considering the women's participation. While in social discrimination, women are seen as highly related to household stuffs. Those such perspectives out of any considerations about equality for women will be the root of the perception that women are not capable to participate in making strategic decision in an organization. The purpose of this study is to see women's participation in making strategic decision by considering their potentials. This study is also seen through opportunities and obstacles for women's participation in their work.

THEORETICAL FRAMEWORK

A. Making Decision

Making decision is a process to choose an alternative or an action by using an efficient method regarded to the situation and condition. This is also a process to find and overcome a problem related to the organization. Decision making was about choosing an alternative among two or more alternatives of action to overcome the ongoing problems (Terry in Hasan, 2002; Siagian, 2002; Desmita, 2008; Stoner in Hasan, 2002). While according to Suharnan (2005) decision making is a process to choose as many possibilities in an unstable situation. Decision making happens in a situation that forces someone to make prediction for the future, to choose one among two or more choices, to estimate the frequency of expectation that will happen (Suharnan, 2005: 194). Thus, decision making is a process of choosing some alternatives to be used for overcoming the unstable situation

in the organization and all the problems could be solved effectively and efficiently.

Kotter (2000) explained that the process of making decision consists of: 1) Identifying problems, 2) Collecting and analysing data, second step is done to help in the process of solving problems as if the data could strengthen the overcoming process, 3) making alternative policies, to think of alternative policies to overcome the problem, 4) Choosing the best alternative. This step might need longer time to decide whether the alternative will work or not. 5) Implementing the decision, should be open to either the positive or negative impact, if it is negative, the leader should think of another alternative, 6) monitoring the implementation process, the chosen decision should be implemented, the leader should be able to measure the impact from the taken decision. Decision making processes are strongly related and inseparable to each other. The process is done through some steps to decide the most accurate choice.

The decision making process needs involvement of some people in the organization. They are both employers and employees, although in the reality, there are still few employees involved. All circles in the organization will take part and give contribution in making the decision. When the leader is only considering some particular factors, the decision will not be satisfying, even the risk might be bigger. Decision making has two functions : a) as the root of all human activities which are either done consciously or not, individually or in group, b) something futuristic, where there is always connection between now and the future, give long term impact. (Hasan, 2002). It is also can be said that the chosen decision might have relation with one and another problem. Conflicts in an organization should be handled earlier to minimize the long term impact.

Also, there are some backgrounds behind the decision making: intuition or conscience that affected the decision making, experience as the prediction for the future, facts in the real life, the authority of someone that has relationship to the position, and the rationality. These are all aspects that should be considered

in making decision although there are some other aspects that could also significantly affect, such as culture, law, politics, technology, health and many others. This happens because humans tend to pay more attention to the exception not the expectation, and also bad past memories about making a wrong decision that always stay in the mind. This is needed in making decision to follow the procedure and make the right decision by using the right tools in a particular situation to avoid consequences from a bad decision (Ahmed dan Omotunde, 2012).

B. Participation

All the possibilities for all the citizens to participate in the public management fully relies on the heart of democracy. In the same time, a full and equal participation for men and women in politics will give a more accurate balance that reflects the society composition, and increase the legitimacy. The politics process to make them more democratic and responsive to the concern and the whole segments of the society.

So thus with everyone on the organization has the right to take part on the decision making to achieve the goal of the organization. Every member has a voice that could be taken for the consideration in making the decision. A person or a group has the ability or the obligation to speak up and act in the name of a bigger group is considered as a participation (Rosieana, 2013). Participation can be defined as the citizen's involvement in the process of identifying the problems and the potential in the society, choosing and making decision about alternatives of solution to handle the problem, the implementation to solve the problem, the society's participation in the process of evaluating the changes happen (Supartinah, 2010).

Participation increases their understanding about how the decision is made, and also decreases the employees' assumption in which can lead to another problem. Previous studies have found the relation between participation-with positive things such as positive relationship between participation and productivity, participation and working satisfaction, participation is a way to increase the enthusiasm and performance of the employees, it tends to increase the working satisfaction, and a bigger

involvement will lead the employees to have higher commitment or identification with their organization. (Andaleeb dan Wolford, (2004; Ding and Shen, 2017). Based on some things studied in the participation, participation is an essential thing that could affect employees' performance to achieve particular goal.

Great impact will define the quality of an effective and efficient achievement in their work. Therefore, this should be monitored by an institution to achieve an optimum result. A process of when the employees directly make a decision, that is also the management style is defined as management participation (Kreitner and Kinicki in Ding and Shen, 2017).

According to Davis (in Supartinah, 2010), participation can be divided into some types, such as: a) Mind participation; b) Energy participation ; c) Mind and energy participation; d) Skill participation; e) Material participation; f) Money participation. Those mentioned types are given by some members in finishing their duties and responsibilities. Participation could be individually or in group.

C. Women Empowerment

The concept of Women Empowerment is the result of the important criticism through the women movement, especially by the "third world" of feminists. They clearly stated women need challenges from patriarchy leadership that had made women have less power the material asset and knowledge resources. Women participate in their own violence until they realise that they should legitimate men's domination first. The empowering starts from the internal but the access of ideas and information will come from the external. With a new realisation and the strength of solidarity, women could clearly state their rights to control the resources and to participate equally in making decision. In brief, women empowerment should be the organized power of citizen's movement. Challenges and the transformation of relationship power are all relied on the society. Empowerment should be the women's strength to response the acknowledgment in the developing countries that women are lack of confidence and resources control to participate in the process of making decision.

In the same time, the awareness that women's roles getting more important in the area of social and economy innovation has been accepted widely. If not, women empowering to participate with men will affect partially.

Empowerment is a construction that connects the power with the individual's potential, nature contribution, proactive behavior towards the social policy and social changes (Perkins dan Zimmerman, 1995). Women empowerment suggests that participating with more proficient people will give more advantage to access the resources, and increase the understanding about social-politics environment as the basic components for a particular job in an organization. Empowerment is also related to the perception on how women have not given an optimum impact for the development of the organization becomes capable to increase their life quality through participating in the improvement of the organization goals. Empowerment allows possibilities for women to have connection to the resources. Resources control will allow women to remove choices. For example to choose between potential choices and actual choices (Kabeer, 2001). Women empowerment is one thing that cannot be underestimated. Women's competency and ability are all the same as men's. Empowerment has a very wide definition, such as: Getting an authority. Previous studies had tried to define women empowerment as the ability to control their own lives and be confident. Women who have many choices and enjoy their power might be the perceived as being empowered. Women empowerment can also be defined as women autonomy, relative access on household resources and control on the power of making decision (Sultana, 2010).

By taking a look to all the definitions, women are those who have self confidence, and critical in analysing their environment and controlling the decision that can affect life. Based on the fact, women existence is still being underestimated since more negative perception coming toward the weaknesses of women in overcoming problems especially in either public organization or privated organization. Even though there are still many strengths of women that can support the organization such as an effective communication adjustment and organization climate adjustment.

D. Gender Injustice

Gender injustice is still occurring in every aspect of women's life. Women have less opportunities on the work field rather than men, it is proved through the representation in the higher level of management and leadership in an organization. Manager will give more challenges and rules to women rather than men, but less opportunities for joining training or other positive opportunities for women (Stamarski dan Hing, 2015).

Gender injustice is: Marginalization, subordination, stereotyping, violence and more working responsibilities and working hours (burden) or (double burden). Marginalization means: a process of marginalizing for difference gender which can cause poverty. Subordination means: a perspective that a role can be done worse by a particular gender. Stereotyping itself means giving a particular image to a particular person or group which is derived from a wrong or perverted assumption. Violence means an act of violent, it can be done either physically or non-physically by a particular gender or family, society, or country to another gender. Gender roles have differentiated the character of women and men. Women are perceived feminine and men are masculine. Double burden means the responsibilities of one gender is heavier than the others. Based on those things, we can see how gender injustice can possibly happen just because the things that are unwanted from a gender, especially women. Thus, the implementation of gender equalizing nowadays should be monitored carefully.

RESEARCH METHODS

This research was using a qualitative method. The data were obtained through many secondary sources especially journal articles, organization reports, books, etc. Secondary research was based on the existing secondary sources. The purpose of this study was to explore the women's challenges and opportunities in making decision in Indonesia.

RESULT AND ANALYSIS

A. Women's Participation on Making Decision

Participation on making decision is very essential from gender's perspective, for there

are more women joining on labor, achieving the gender balance and justice in participation and decision making can cause many challenges for a modern organization. Even, the needs to integrate women in the decision making process has been an on ongoing effort in many organizations. The research result of Watson, et.al showed that the variation of demographic team (including women) can be very meaningful to the organization, especially when they are involved in decision making matters. (Andaleeb dan Wolford, (2004). While Denton (Andaleeb dan Wolford, (2004) found an empirical proof that participation in decision making could increase the performance quality of employees which can bring good impact to organization.

Participation in decision making has impacts, such as: working satisfaction, developing the focus in the information and knowledge fit to the responsibility, and the last one will focus on the commitment. In another hand, participation facilitates the exchanging and integrating information, reduces the unwillingness to change, and encourages the team to commit in team's decision and decision quality as the result of the employees' participation is higher than the manager's participation only (Ding and Shen, 2017).

In a organization lets the employees to take part in making decision symbolizes how the company values its employees. This could make the employees feel acknowledged and increase the sense of belonging in the organization. The more significant the participation that the manager give to the employees, the more advantages that the organization will get from the employees. All work will run smoothly because of the employees' satisfaction make them be more productive.

Women should increase the participation onto the bigger number under the majority rule. With a fixed rule, the numbers of women's participation are still not fully chaired even though the rule is actually made to help minority of women. The study result of Karpowitz, Mendelberg and Shaker (2012), showed that there was a relation between gender composition and decided rules where men's communication will increase when women also participate in it.

B. Women's Participation Areas in the Working Place

Women's participation monitoring will be done through education and politics. In terms of education (Astuti, 2012):

Table 1.
Comparison of Government Male Employees and Government Female Employees according to Eselon

Eselon	M	F	Amount
II/a	1	0	1
II/b	29	37	37
II/a	52	62	62
III/b	98	135	135
IV/a	518	810	810
IV/b	541	909	909
V/a	20	34	54
Jumlah	1259	749	54

Source: BKD Semarang 2012

Based on the data, the leadership position is still dominated by men (63%) while government female employees who chair the leadership position are only 37%. Position with bigger opportunities such as being the leader of Regional Work Units (SKPD). There are only 8 female leaders for the position out of 37 leaders (Astuti, 2012). Based on the fact, the decisions made by those strategic position are still paying less attention to the women's side and less guarantee the gender injustice and in education area. This could be the correction on how women can increase their participation in the education field especially in officiating as government employees and having part in making decision. Great motivation and self-quality should also be improved to be in the same level with men.

In the normative context there is already a guarantee of legislation that either government female or male employees have the equal opportunities to chair the structural position as long as they are qualified. According to the government regulations No 13 year 2002, some requirements in the structural position are: have a status as a government employee, compete the position professionally, effective and efficient, ranking, performance appraisal, and health condition. By looking at those requirements, women who have got the position, should

improve themselves and their potential to utilize the opportunities by participating in the process of decision making. The position level of female employees is still lower than the men's level.

Next is the politics position monitored through a case study in Bandung:

Table 2.
Composition of Assembly at Provincial in Bandung

Fraksi	P	L	Jumlah
PKS	2	9	11
PDIP	2	8	10
Partai Demokrat	1	5	6
Golkar	1	5	6
PAN		6	6
Persatuan Bintang		6	6
Jumlah Total	6	39	45

The data proved that there is still inequality between women's participation and men's in the position of Assembly at Provincial in the year of 2004-2009. The number of women are only 6 (13,3%) while men's are 39. The opportunities for women are still not used properly. Whereas, in the government regulations 2 in 2011 about politics that the minimum quota for women as politics members are given 30%. This fact is the total female members are not reached the expected number.

C. The guarantee regulations for women's position

Gender equality and justice which have been pursued from the past until now. The reason is that many women have not been acknowledged to be equal to men even though the highest power in Indonesia has been occupied by President Megawati Soekarno Putri and quite a lot of women occupy strategic position both in government and private organization. Women are still marginalized and left behind in a decent aspect of life. This makes it an important issue for governments and even women to review in gender unfairness.

Legal regulations governing the gender equality in Indonesia are contained in the following types of laws: Law No. 39/1999 on Human Rights, Law No. 23 of 2004 on the Elimination of Domestic Violence, Law Number 12 Year 2006 regarding Citizenship,

Law Number 21 Year 2007 on the Eradication Crime of Human Trafficking, and Political Laws (Law No. 2 Year 2008 and Law No. 42 Year 2008). Then Presidential Instruction No. 9 of 2000 on Gender Implementation (PUG) and Presidential Decree No. 65 of 2005 on the Establishment of National Commission on Violence Against Women or Komnas Perempuan. Law No. 39/1999 on Human Rights cites the Prohibition of discrimination stipulated in Article 3 paragraph (3), which reads: "Everyone has the right to the protection of human rights and human basic freedom, without discrimination". This is a clear proof that human freedom is addressed to all human classes in Indonesia in either race, ethnicity, group and all people and gender.

The next law is Law no. 2 of 2008 on Political Parties has been last amended by Law No. 2 Year 2011 on Political Parties and Law no. 10 of 2008 on General Election of Members of DPR, DPD, and DPRD which was last replaced by Law no. 8 Year 2012 on Public Election of DPR, DPD, and DPRD members. Both of these Laws formulate rules on the form of 30% affirmative action for women in the political sphere of Indonesia (Kania, 2015). Affirmative action as a compensation for discrimination or gender inequality, marginalization and exploitation experienced by women. This is done in obtaining equal opportunities and benefits for equality and justice in all areas of life such as: social, economic, political, cultural, defense and security, most likely never enjoyed by the social groups left behind. The main purpose of affirmative action towards women, is to open up opportunities for women so that those who have been marginalized can be integrated in life fairly.

The legislation that govern the gender regulation relates to Presidential Instruction No. 9/2000 on Gender Equations which contains a) that in order to improve the status, roles and quality of women, and to promote gender equality and justice in family life, in the community, Nation and state, it is deemed necessary to undertake a gender mainstreaming strategy into the whole process of national development; B) That gender mainstreaming into the entire development process is an integral part of the functional activities of all government agencies and institutions at the

Central and Regional levels. Based on some of the provisions that have been presented, the author only review some of the rules related to meeting the needs of women in participating. Besides, of course there are still laws that are felt discriminatory against women, or less sensitive to genders issues. Legislation that guarantees women's rights as mentioned in the implementation has not been felt optimally.

CONCLUSION

Women should get appreciation better than their own talent and performance, and that their participation is not an obstacle in the organization. There are so many ways that can be done in the organization to increase the women's participation especially in making decision. In this organization regulation women's participation and contribution will possibly see themselves as more valuable for the organization and be able to produce more positive perception from men about their work.

Some opportunities for meetings to chair strategic positions open wide through the various regulations that have been provided one of them. For example, the quote for women is a minimum 30% in the political field. However in the implementation, women have internal barriers (motivation, educational background, nature, personality) and external (the treatment of certain parties, culture, professional, stereotype, violence). So this needs to be viewed from many aspects as for equal participation will be properly implemented between women and men.

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