CHAPTER I

INTRODUCTION

1.1   Background of the Research

Nowadays, the measurement of success requires organizations to best utilize the talent available inside them, irrespective of the gender. Human resource management, as one of the important parts in the organization plays an essential task to determine the best people that suitable in certain job and position in order to achieve organizational goals. Many ways has been provided by organization to increase the performance and the output, moreover, without having potential human resource, organization could not achieve its goals. Through providing the gender diversity management and facilitating its people to advance and develop their career, based on their competencies and ability, it could benefit the organizational' outcomes.

In higher education institution, the product of its organization is teaching, which is requires the organization to hire professional educator for achieving best learning experiences in its university. Likewise, the people who make the university become compatible to compete with another university are also the professional people who understand the internal and external aspects of its university.

Women, according to Mohajeri, Mokhtar and Balash (2015), their number of participation in higher education has dramatically increased. They have been participating mainly as students, faculty members, and support staff at higher educational institutions. Also Catalyst (2013) reports that women earn nearly 60% of all bachelors and masters degrees and 50% has doctorate degrees and added by Morley (2013), the

undergraduate enrollment of female students now exceeds than their male peers. But in their research, it shows the number of women is not fairly proportioned in the top administrative positions as compared to men. It means, even the amount of women as the students and lecturers has increase time by time and even their level of education can shows their competencies to manage the university, still women are less participation in administrative position in level of faculty and university management.

Generally, some studies shown that women in higher education hold fewer leadership positions than men (Madsen and Cook, 2010; Ryan and Haslam, 2011). The under-representation of women in positions of senior management within Educational Institutions continue to be a matter of concern, particularly as the teaching force is largely dominated, by women (Cubillo and Brown, 2003). Hoobler, Lemmon, and Wayne (2011) pointed out that highly qualified and experienced women may thus not apply for upper-level positions. As a result, they found the organizations lose the opportunity to capitalize on the skills and talent of a portion of their workforce.
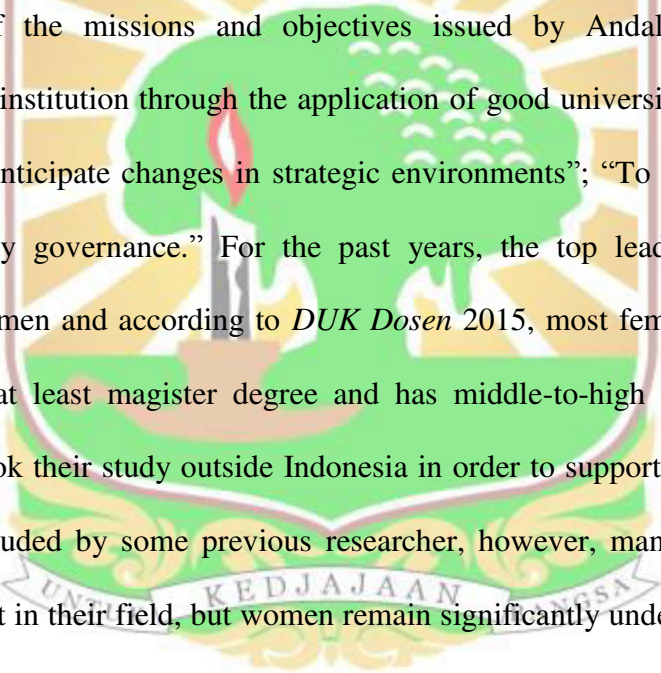
In Indonesia, the proportion of women entering work place, especially those who work as civil servants in state offices, is increasing. Based on the Data State Personnel Agency of Indonesia (BPS), the number of female civil servants showed an increasing trend from year to year. In 2011 the number of civil servants among men and women is almost equal to 51:49. This increase is applied as the implementation of government rules and laws on gender equality. But in fact, almost all echelon positions in all departments are dominated by men (94.2%) while women have only 5.8 % (*Riset Puskapol*, 2011). At the higher education level (both state and private universities), girls constitute 50.35 percent of students (*Pusat Data Statistik dan Pendidikan*, 2012). These statistics

summarize that women and men are attaining almost equal levels of education and structural position. Furthermore, this also points to a hopeful future of gender gap in the workplace can be reduced and women can gain participation in managerial position in many sectors. However, there is little documentation of the experiences of female academic 'leaders' in higher education institution in Indonesia, particularly within Andalas University, West Sumatera.

Andalas University is one of the top 25 country rank based on *webometrics* in 2016 and included into top 100 university in Asia based on *classbase* in 2012, as the global web ranking of universities. The university is positioned itself as The Leader in Character Building and Entrepreneurship and this model has been used for many years and it becomes the bases for all students, staffs administration and the educators in the University. Based on that motto, Andalas University should placed the best people in their organization structure in order to maintain and achieving "Andalasian Character"—the symbol of commitment to serve the students with best learning experiences (Unand, 2012).

Andalas University management consists of one president and four vice presidents that responsible for a certain area: Vice President for Academic Affairs, Finance and Employee Affairs, Student Affairs, and Vice President for Development and Cooperation. All faculties in Andalas University has one dean and three associate deans and each faculty commonly has more than one department headed by the Head Department and Secretaries whereas in charge of the day-to-day operation within the department.

All lecturers in Andalas University can be given additional duties as Rector, Vice Rector, Dean, Vice Dean, Head and Secretary of the Department. In order to be promoted to higher level of management, lecturers must fulfill various requirement such as has several years of prior managerial experiences in upper mid-level position, has been educated in doctoral degree (S3) and preferred to hold the title of *Guru Besar* for rector candidate and magister degree for dean and associate dean candidate. All of these candidate will be selected and approved by University Senate Members (*Statute of Andalas University, 2013*)

One of the missions and objectives issued by Andalas University is "To strengthen the institution through the application of good university governance in order to be able to anticipate changes in strategic environments"; "To apply the principles of good university governance." For the past years, the top leader position in Unand dominated by men and according to *DUK Dosen* 2015, most female lecturers in Unand has educated at least magister degree and has middle-to-high in PNS administrative grade, even took their study outside Indonesia in order to support their career path. This situation concluded by some previous researcher, however, many female lecturers are very competent in their field, but women remain significantly underrepresented at the top of the corporate hierarchy (Cannella and Hillman, 2007).

Based on the mission statement and objective of Andalas University, we can relate the statement to the fact which applying and strengthening the good university governance due to anticipate changes in strategic environment, but gender diversity in top management position is not there. Davies (2011) stated that when women are so under-represented on corporate boards, companies are missing out, as they are unable to draw

from the widest range of possible talent. Evidence suggests that companies with a strong female representation at board and top management level perform better than those without and that gender-diverse boards have a positive impact on performance (Davies, 2011). It means, in order to obtain high quality output, all actors inside and outside the institution should be involved and to build a good relationship among the community of university requires a good way of managing people and other resources.

The new concept of effective leaders, for example transformational leadership (Avolio, Bass, Berson, and Jung, 2003) which emphasizes the empowerment of employees, has broadened women's opportunity to be hired as leaders. The reason behind this assumption is that women's leadership styles have transformational characteristics, such as caring, supporting, loving, gentleness, or simply being good listeners (Blackmore and Sachs, 2000). These characteristics are beneficial for the development and for the establishment of good relationships with the community. Thus, from this good relationship will emerge a better university environment which will affect the performance of students (Blackmore and Sachs, 2000). By engaging more women in middle-level management or top positions in higher education institution, it would be expected that the output of university would be improved.

However, data obtained from the *Bagian Kepegawaian Rektorat Universitas Andalas* and which provide some information about the number of lecturers and the proportion of men and women lecturers in all faculties within Unand shows distribution of male and female lecturers in all faculties almost had similar number, but female lecturers has low numbers participation in faculty management. The summary of those information were attached through table in appendix sessions.

This study aimed to analyze the barriers that were perceived to be obstacles to the advancement of female lecturers in managerial positions in Andalas University. The study focused on female and male academic administrator's point of view with the intention because they experienced both situation as a lecturer and academic administrator. The study title is *"An Analysis of Academic Administrator's Perception toward Barriers Hinder Women to Participate in Managerial Positions (Case study: Andalas University)"*

1.2   Problem Statements

The following research questions guided this study are follows:

i)   What are the perception of academic administrators toward barriers hinder female lecturers to participate in managerial position in Andalas University?

1.3   Research Objectives

To analyze the perception of academic administrators toward barriers hinder female lecturers to participate in managerial position in Andalas University.

1.4   Contribution of the Research

The results of this study will provide valuable information to the following interested parties:

i)   University

-    The university can understand and make proactive strategies to overcome barriers hinder women participation in university management
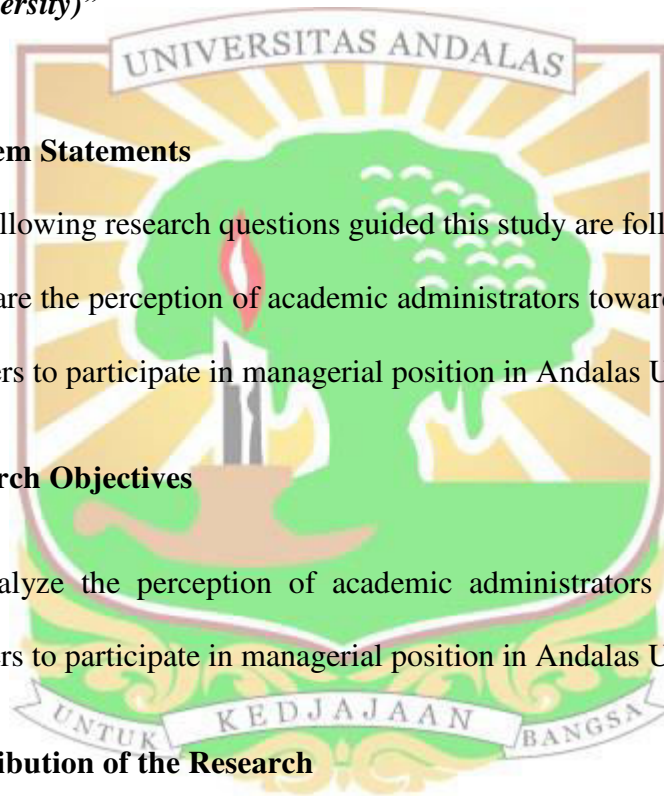
ii)   Human Resource Management

-   It helps HRM to formulate policies and strategies toward gender equality in
    workplace

-   It will benefit women in recognizing the possible barriers that might hinder them
    to advance their managerial career and seek ways to overcome these obstacles to
    increase their presence in management

iii)   Future Research

-   It will provide a basis for further investigations and conclusive study on women
    issues

-   It will assist scholars and other students who may be interested in pursuing studies
    in this topic

1.5   Scope of the Research

This study possessed several limitations as bellows:

i)   This study focuses on the perception of academic administrators in Andalas
        University. Their perception did not represent the point of view of all lecturers,
        especially those who work in institutions outside West Sumatera. Institutions
        outside these regions might have different organizational cultures because of the
        different contexts and settings.

ii)   Most of the lecturers and associate deans had hectic schedules inside and outside
        the university, which makes some informants who were targeted, were not
        available due to commitments thus necessitating substitution.

1.6   Outline of the Research

The study is organized in five chapters as follows:

CHAPTER I: INTRODUCTION

This chapter explained about the background of the research, problem statements, research objective, contribution of the research and scope of research.

CHAPTER II: LITERATURE REVIEW

In this chapter, the researcher explained the theories or concepts and previous study concluded that underlie for this research which can be used to support the objective of the research.

CHAPTER III: RESEARCH METHODS

This chapter contained the research design, population and sample, data collecting and data analysis method, and followed by research flow.

CHAPTER IV: RESULTS AND DISCUSSION

This chapter contained the overview of informants' profile, research result combine with data analysis and discussion of research finding, and framework of the findings.

CHAPTER V: CONCLUSIONS, LIMITATION, AND RECOMMENDATION

This chapter explained about conclusion of research, implication of the research, limitation of the research, and recommendation for further research.