

CHAPTER V

CONCLUSIONS, LIMITATION, AND RECOMMENDATION

This chapter provides conclusions drawn from result and discussion presented in the previous chapter, followed by assessment of the potential limitations present in this study and possible future directions for the research.

5.1 Conclusions of the Research

This research is a qualitative study conducted to 11 academic administrators in Andalas University as key informants to analyze their perception of possible barriers hinder female lecturers to participate in structural position within Andalas University. Additionally, to find out about the proportion and whether there is a significant strategy to overcome this situation. The data used in this research are primary data through gathering information from direct interview to the informants. The conclusions that could be described from the research are:

1. Proportion of Female Lecturers in Managerial Position

Most of the informants in this study claimed that women participation in structural position, both in faculty and university management level has lower number than men. Male lecturers are still dominantly hold middle management (vice dean) and top managerial position (dean, vice rector, rector) in Andalas University. But female lecturers have more participation in lower level of management, such as *Kaprodi*, Head and Secretary of Department.

2. Barriers Hinder Female Lecturers to Participate in Managerial Position

Based on the result of direct interview from informants, the researcher collected 2 general factors prevent female lecturers being promoted to managerial position: external and internal factors. External factors defined as outside influences that can become obstacles for women and internal factors refers to the personal way of thinking, behavior, and attitude of women that might impact their decision.

- External Factors

- Norms and Belief Affect the Mindset of Audience and Women in Attaining Managerial Positions

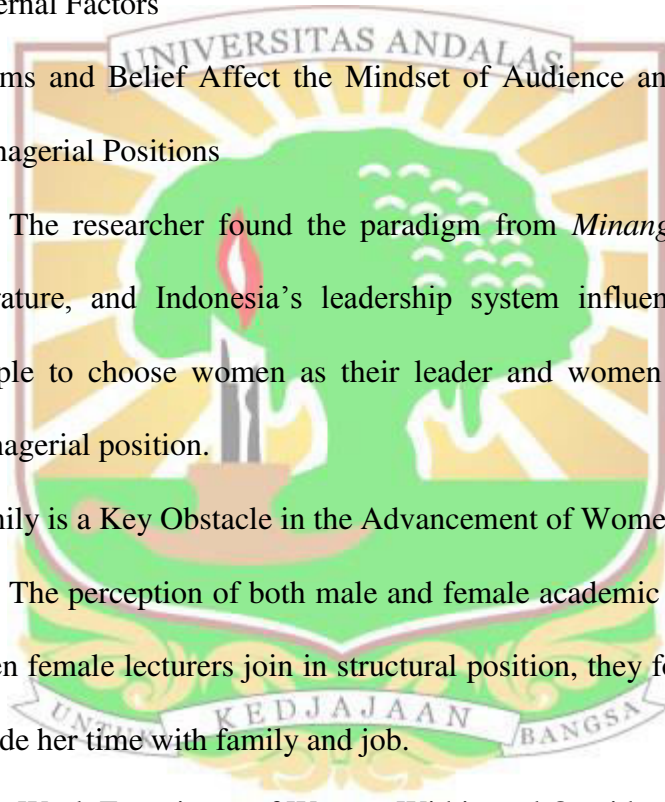
The researcher found the paradigm from *Minangkabau* culture, Islamic literature, and Indonesia's leadership system influenced the perception of people to choose women as their leader and women itself to participate in managerial position.

- Family is a Key Obstacle in the Advancement of Women's Careers

The perception of both male and female academic administrators explains when female lecturers join in structural position, they found herself difficult to divide her time with family and job.

- Poor Work Experience of Woman Within and Outside the University Influence the Preference of Audiences

Based on the result of interview's analysis, many female lecturers has low managerial experiences and low leadership skills, because most of them tend to focus on lecturing.



- Internal Factors

- Woman's Personal Characteristics Hinder the Opportunities to Develop their Managerial Position

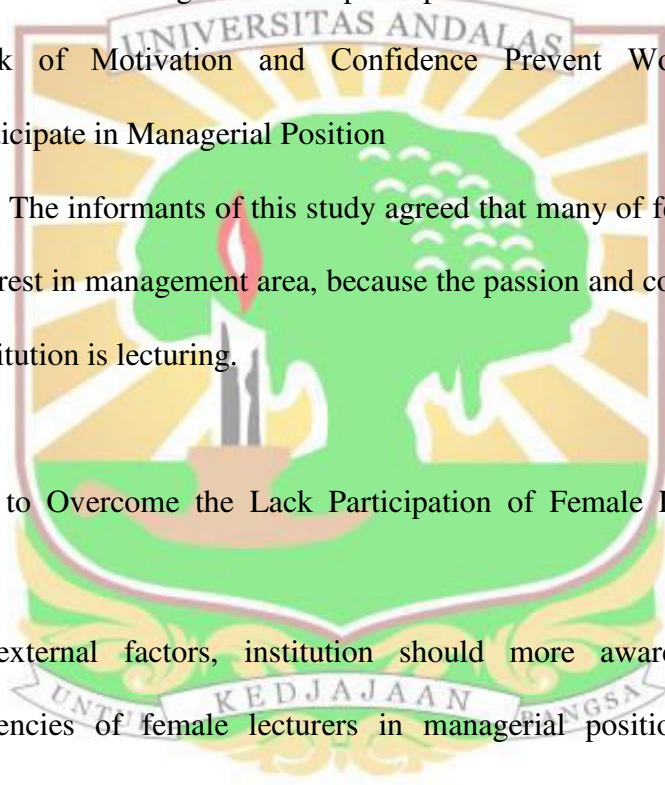
The researcher found high tendencies of emotionality hinder women being promoted in managerial position. In the decision-making situation, most women will take too much time and consideration that makes the process become much longer and disrupt the performance of an organization.

- Lack of Motivation and Confidence Prevent Woman's Willingness to Participate in Managerial Position

The informants of this study agreed that many of female lecturers have no interest in management area, because the passion and core responsibility in this institution is lecturing.

3. Strategies to Overcome the Lack Participation of Female Lecturer in Managerial Position

- From external factors, institution should more aware and appreciate the competencies of female lecturers in managerial position by providing good environment and facilities to encourage their participation, such as mentoring and training program.
- From internal factors, female lecturers need eagerness and realize their ability to develop their career, by collecting internal and external motivation and working professionally as the lecturer, academic administrator, and as a housewife.



5.2 Implications of the Research

The importance of women existence in leadership position needs to be considered by all parties with the goal of women's empowerment in human resources management. The findings of this study suggest several practical and policy-related implications to Andalas University. Therefore, implications are based on the suggestions from all informants and analysis of the researcher toward this study.

1. Providing a formal mentoring can help increase women's self-efficacy, trust, and satisfaction (Ismail, 2006). In addition to providing psychological support, university should considering the program of formal and informal mentoring as giving female lecturers more access to networking and information. For instance, it can build a strong sense of community among women faculty members and women administrators.
2. University need to consider some legislation and infrastructure to help female lecturers overcome the tension between personal and professional roles, because they are also recognized as mothers and wives. This can be done through reasonable rule of maternity leave and the availability of childcare within the institutions. It used to make friendly-management condition for women, as the way to increase their performance in working hours.
3. University should considering training program to equip female lecturers with skills of management. This will change the way women perceive themselves and gives them confidence in their own capacity to be effective leaders through encourage them in attending conferences, workshops, and other short courses to widen their knowledge, skills, and attitudes.

5.3 Limitation of the Research

While doing this research, the researcher obtained several limitations as follows:

1. Lack of prior research studies on the topic. In Indonesia itself, the topic about barriers hinder women in managerial position still less provided by another researchers. So, the findings of previous researcher in another countries become the foundation for researcher to assist the result of research, based on the scope of this research.
2. The study focused on the perception of academic administrators toward barriers hinder female lecturers to participate in managerial position in Andalas University. So, the findings of this study were not representing the situation of female lecturers outside Andalas University.
3. The scope of this study only on perception of academic administrators in middle-high level of management in Andalas University. Thus, the results were not representing the perception of lower level academic administrators and non-academic administrators.

5.4 Recommendations of the Research

Several recommendation for future researchers is given as follows:

1. The next research can disseminate more informants by collecting data and information from several level of position in order to develop new perspectives. It can be including the lecturer and staffs in lower level of management.

2. The researcher suggests combining both quantitative and qualitative analysis, which can be used to produce an accurate and comprehensive description and explanation without any verbal bias from the respondents.
3. From the result, there are still more variables that become barriers for women to participate in managerial position. The researcher suggested adding job characteristics as one of the variables that could be analyze in the future research.
4. The next researcher can choose other location in all of the higher education in West Sumatera or other Indonesia universities so the results can be compared.

