

ORGANIZATIONAL GOVERNANCE AND WOMEN'S PARTICIPATION OF DECISION MAKING FOR NON-GOVERNMENTAL ORGANIZATIONS IN SOMALIA

Mohamed Abukar Zubeyr¹, Kaltun Mohamed Mohamud², Khadijo Ahmed Adan²

Faculty of Business and Accountancy, SIMAD University, SOMALIA.

¹zubeyrbaashaa@gmail.com, ²nashaad512@hotmail.com, ³raaqiya2015@hotmail.com

ABSTRACT

Equal participation of both men and women in decision-making process is essential for the sustainability of a country. Women's active participation in decision-making is not only important for ensuring equality, but also for establishing their right addressing their problem and challenges they faced in their workplace as well as social life. thus in this study, the researchers studied by the effect of organizational governance on women participation in decision making in some selected NGOs in Mogadishu- Somalia; the major objective that, investigated was organizational policy and organizational structure and format on its effect of women participation in decision making.

Using purposive sampling, the research team selected 83 respondents all level of management at local women NGOs in Mogadishu- Somalia. The data was analyzed using correlation and mean and standard deviation. The researchers find out that, there is a strongly relation between the organizational governance on women participation in decision making.

Keywords: Organizational governance, women, NGO, organizational structure, organizational policy

INTRODUCTION

In developed countries in the past fifty years, the situation of professional women has Change radically. Women have extended their occupation aspirations and decision making in organization rule (pearl and linda 2004). International data show that women's participation in decision making in the organization has increased and changed dramatically about the world in the past decades (Nailla and Magnus, 2004). The term, "non-governmental organization" bor NGO, came into use in 1945 because of the need for the UN to differentiate in its Charter between participation on women's decision making in organization tights for intergovernmental particular agencies and those for international private organizations (Ali and Mostashari, 2005).

In Africa Over the past 10 year, In countries such as Uganda, Rwanda, Burundi and the Democratic Republic of Congo (DRC), there has been a important improvement in women's participation in decision-making for organization .(nzioki ,bushra and matembe 2007). In recent years, there has been a signal increase in the numbers of women in public decision-making roles in some countries in Africa.

In Somalia, whatever the beliefs or origin of 'government' accepting and monitoring women's rights is an important part of gender-awareness programs and wasgiven an important image to organizational governance, health agenda, and economic trends. The complete gender profile document contains future Women's rights monitoring tool for Somalia. This structure takes articles from the UN convention on the elimination of all forms of discrimination against women, describes the normative situation in 2006, suggests likely

benchmarks for target situation in organizational governance and women's participation in decision making locating and identifies possible indicators for monitoring purpose. (Judith,2007)

L.rhode and K.pactkel (2010) defines theory about the process through which women enhance organization. This theory state that, women and men have different strength, and that greater addition can ensure illustration of important capabilities. This theory attempts that, women have greater participation in decision making on the organizational governance and direct relationship with it .because, women have different than men and, have different experience. So that, this theory state the women can, contribute the organizational governance and, have capabilities to reach top management.

The term organizational governance literally, has many definitions from a large number of authors . Organization governance means a set of rules and processes by which the interest of equity holder are served by the actions and administrative practices of the board of directors, CEO, and other senior executives responsible for the behavior and performance of the enterprise (S.salter,2003). According to long dictionary, organizational governance can be expressed as the policies, process, and structure used by organizations to direct and control its activities, to achieve its objectives. Organizational governance is set of rules, process, customs, policies, law, and institutions affecting the company. Also organizational governance includes the relationships among the many stakeholders involved and goals for which the corporation is governed. (C. Jensen and H. Meckling, 2003).

In a second variable, women's participation in decision making is a process by which women participate or involve the organizational administration, structure and procedures to ensure gender equality in any organizational governance (Bantam Books, pp. 13-65). The participation of women in making process is one of most significant part of organizational governance. It may have impact on the women's participation in decision making (Guy and Killingsworth, 2007).

Therefore, the working definition adopted of this study is that "Organization governance is set of rules, procedure, and polices used organization in order to administrated the interest of stakeholder and ensure good governance within the organization during the decision making process on the organization (Salter, 2003).

Stability of the economy of an every country depends on the degree of the incorporation of women inside public decision-making which finally helps to make sure good governance (Hussein and Siddiqi, 2002). Internationally, women's right to participate in decision-making processes at local, national and international levels were standard by the Convention on the elimination of all Forms of discrimination against women (CEDAW) and the Beijing fourth world conference on women and the issue of gender equality was also focused by the Millennium Development goals (Beijing Platform for Action, Critical Area G. para. 181). Women have the right to participate completely and equally with men in all aspects of decision-making. This includes all aspects of public life, family life, cultural and decision making on the organization (Akash and Panos, 2008).

Though, the participation of women in policy formulation and decision-making level still very low compared toy men, also the challenges faced by women in their workplace as well as family life, are still neglected. Besides this, still women's participation in decision-making is not satisfactory (Huq and Parveen, 2006).As stated in preliminary study in Somalia the role of women contribution in decisions of the NGOs is little.

In view to this, there is the need to identify the effect of organizational governance on women's participation in decision making at some selected NGOs in Mogadishu-Somalia.

Stability of the economy of an every country depends on the degree of the incorporation of women inside public decision-making which finally helps to make sure good governance (Hussein and Siddiqi, 2002). Internationally, women's right to participate in decision-making processes at local, national and international levels were standard by the Convention on the elimination of all Forms of discrimination against women (CEDAW) and the Beijing fourth world conference on women and the issue of gender equality was also focused by the Millennium Development goals (Beijing Platform for Action, Critical Area G. para. 181). Women have the right to participate completely and equally with men in all aspects of decision-making. This includes all aspects of public life, family life, cultural and decision making on the organization (Akash and Panos, 2008).

Though, the participation of women in policy formulation and decision-making level still very low compared to men, also the challenges faced by women in their workplace as well as family life, are still neglected. Besides this, still women's participation in decision-making is not satisfactory (Huq and Parveen, 2006). As stated in preliminary study in Somalia the role of women contribution in decisions of the NGOs little.

In view to this, there is the need to identify the effect of organizational governance on women's participation in decision making at some selected NGOs in Mogadishu-Somalia, this study has three objectives which are:

1. To investigate the organizational policy and its effect on women's participation in decision making.
2. To find out the relationship between organizational governance and participation of women in decision-making
3. To determine organizational structure and its effect on women participation in decision making.

ORGANIZATIONAL GOVERNANCE AND WOMEN PARTICIPATION IN DECISION MAKING

According to Scott (1992) organizational governance is an instrument of governance that organizations organize to influence organization members and other stakeholders to contribute to organizational goals. While, G.kell (2002) the way of top management oversee the running of organizational rule and its managers, and how board members are held accountable shareholder of organization. According to Rofgme (1999) and Kjaer (2007) organizational governance is setting of rule, power and influence how decision are held. Also, it is a process, input to produce certain output that accomplish overall goal desired by the organization. However, they ignore the interest of shareholders and stakeholder and process and procedures that guides organization which is useful ingredient of organizational governance.

According to Afroz (2010) organizational governance is policies, processes, and structures used by organizations to control interest of shareholder and stakeholder groups. Also, it's used to organizational policy and structures that, used by the organization to achieve organizational objectives.

These definitions considered appropriate because, contain the basic concept of organizational governance and their rule of preferring interest of stakeholder. According to C.humans and blau theory of rational choice (1980), theory of governance explains organizational governance as the facts and patterns of rule entirely by analyses of individuals acting. It models individuals acting on the assumption that they adopt the course of action most in accord with their preferences.

The other variable of the study women's participation in decision making, researchers define women's participation in decision making such as Froz (2010). Women's participation in decision making is the employees' involvement and influence in the decision making process in an organization.

According to study by Bryan and J.gray (2006) women's participation in decision-making is women's equal access to and full participation power structures and decision-making. Here, the participation of women in decision making can be defined by both the representation of women in different bodies such as consultative committees and also the direct participation through opinion and involvement in planning and implementation of programs and development activities.

The literature on decision making of women's are so many here we will present the study made by L.rhode and K.pactkel, (2010) which reflects three different theories about the process of women to enhance, the women to participate of top management decisions.

The first is that women and men have different strengths, and that greater addition can ensure representation of valuable capabilities. For instance, some empirical evidence suggests that women generally are more financially risk averse than men. For that reason, many commentators have speculated that women's increased participation in corporate financial decision making could have helped to control tendencies that caused to prevent the v most financial crisis.

Some commentators also cite evidence indicating that women have higher levels of reliability or mutual styles that can improve board dynamic. Women are more cooperative and less competitive in quality and approach. When's an issue, men are ready to cut and be on fire, while women are ready to approach. Women often provide a type of leadership that helps boards do their jobs better.

A second argument is that women have different life experiences than men do and transport different concerns and questions to the stand, which allows the board to consider a wider choice of options and solutions to corporate issues. Women participation in decision making is productive by generating cognitive conflict, conflicting opinions, knowledge, and perspectives that result in a more careful consideration of a wide range of interpretation, alternatives, and consequences.

A third claim is that the very existence of women participation in decision making alters board dynamics in ultimately positive ways. This theory, argue that the presence of clearly women top management members enhances a group's ability to hold conflict by signaling that differences of opinion are likely. A group that lacks diversity is less likely to handle conflict well because it is not expected. Other scholars have drawn on signaling theory to argue that a diverse board conveys a believable signal to relevant observers of corporate behavior Board that participate women top management decisions can convey a commitment to equal opportunity, responsiveness to different stakeholders, and a general message of progressive leadership, which can enhance the corporation's public image.

Rome (1999) investigated the relationship between organizational governance and women's decision making. This study addresses two aspects. One is women's increased representation in decision-making. The second is greater attention to issues of concern to women. While Adams and Ferreira's (2009) conduct similar study they have found that firms that have a higher representation of women hold more meetings, have higher Audience rates, and greater experience for formulation of organizational governance, participation in decision making and are more likely to replace a CEO when the stock performs poorly and the female directors are show a stronger commitment to corporate social responsibility.

METHODOLOGY

Research Design and Sample

This study employed correlation design to investigate the relationship between organizational governance and women's participation in decision making in Nonprofit organization also we used descriptive statistics to identify the characteristics of our respondents, The sample size comprises (83) respondents.

Sample Procedure

This study was employed purposive sampling technique to select the sample size. Purposive sampling is a method of sampling where the researcher intentionally chooses who to include in the study based on their ability to provide necessary data. This technique was used because; the researcher's select to get individuals that have comprehensively knowledge and experience toward this issue.

Measurement of Variables

We adapted questionnaire that are slightly modifying from Maksuda (2008), the questionnaire contains two variables, the independent variable are 9 items and dependent variable 6 items with five likert scale.

Data Analysis

The researchers was used descriptive statistics especially frequencies, mean and standard deviation to analyze the data. Correlation analysis was also be employed by using Pearson's product correlation coefficient to analyze the effect of organization governance on women's participation in decision making.

Reliability Test

The reliability test conducted to determine the internal consistency of the measures used, the table 1 shows that overall variable have Cronbach Alpha values of more than 0.7.which makes all variable accepted, internally consistent and the scale deemed reliable for further analysis.

Table 1. Reliability test

<i>No</i>	<i>Variable</i>	<i>N</i>	<i>Items</i>	<i>Cronbach's Alpha</i>
1	Organizational governance	83	9	.928
2	Women participation in decision making	83	6	.647
3	<i>Overall Alpha</i>	83	15	.919

FINDINGS AND DISCUSSION

Demographic Profile

Gender

Based on the table (2), 41 of the respondents were male 49.4% and 42 respondents were female almost 50.6%, there was little difference of both the male and female since the margin between the two sexes were small.

Age

Ages of the respondents, majority of them were in between the ages of 21-30 years (54.2%) and (26.5%) was at the age of 31-40 years, 41-50years were (14.5), while the minority of them 4.8% were above 51years. Thus, this result indicates that the majority of the respondents are aged among 21-30 years, and also shows that women NGOs in Mogadishu are in-between twenty and thirty years old.

Education Background

The respondents participated in this study 20.5% of them were post graduate diploma, 37.3% hold bachelor, and 42.2% of the respondents were master degree. The result indicates that the majority of the respondents hold master that almost (42.2%).

Working Experience

The result shows that 59% of respondent's were 1-5years experience, 29% were 6-10years experience, and the remaining respondents were above 10years experience with 12%, this implied that most of the respondents were in the category of 1-5years experience at the selected NGOs (almost 59%). This means that most respondents have 1-5years experience.

Table 2. Demographic Characteristics

<i>Demographic Characteristics</i>		<i>Frequency</i>	<i>Percent</i>
<i>Gender</i>	Male	41	49.4%
	Female	42	50.6%
	<i>Total</i>	83	100%
<i>Age</i>	21- 30 years	45	54.2
	31- 40 years	22	26.5
	41-50 years	12	14.5
	50 above	4	4.8
	<i>Total</i>	83	100%
<i>Education</i>	Post Graduate Diploma	17	20.5
	Bachelor	31	37.3
	Master	35	42.2
	<i>Total</i>	83	100%
<i>Working Experience</i>	1-5years	49	59.0%
	6-10 years	24	29.0%
	Above 10	10	12%
	<i>Total</i>	83	100%

Descriptive Analysis on Organizational Policy on Women Participation in Decision Making

According to the Table 3 presented that the first objective of the study was find out the organization policy was scored normal mean of 3.40 overall and standard deviation of 1.3432. The result indicates that organizational policy has good effect to the women's participation on decision making. The first objective of this study was to investigate organizational policy and its effect of women participation on decision making. To achieve the objective respondents were subjected to a number of questions to provide answers to research question mentioned above.

Organization policy have supported for women's participation in decision making was scored high mean of 3.53 and standard deviation of 1.443 which indicates that the policies of NGOs in Mogadishu have supported their women's participation in decision making.

Women have the opportunity to involve in policy making was scored normal mean of 3.37 and standard deviation of 1.313. This results shows that women of NGOs in Mogadishu have an opportunity in policy making of the organization.

Gender policy is essential to ensure women's participation was scored normal mean of 3.36 and standard deviation of 1.384. As the result indicates gender policy is effective to ensure women participation in decision making of NGOs in Mogadishu.

Gender policy supported for recruitment, division of labor and training was scored normal mean of 3.31 and standard deviation of 1.439. So that the results suggests that women of NGOs in Mogadishu gets training and recruitment compared to the men.

Policy and structures of your organization help to develop the attitude to women colleague were scored high mean of 3.41 and standard deviation of 1.137. This result indicates that the structure and policy are very good to develop attitude toward women colleague.

Table 3. Effect of Organizational policy on women participation in decision making

<i>Organizational Policy</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Interpretation</i>	<i>Rank</i>
Organization policy have supported for women's participation in decision making	3.53	1.443	High	1
Women have the opportunity to involve in policymaking	3.37	1.313	Normal	2
Gender policy is essential to ensure women's participation	3.36	1.384	Normal	3
Gender policy supported for Recruitment, Division of labor and Training	3.31	1.439	Normal	4
Policy and structures of your organization help to develop the attitude to women colleague	3.41	1.137	High	5
<i>Overall mean</i>	<i>3.40</i>	<i>1.3432</i>	<i>Normal</i>	

(Data, 2013)

Correlation Analysis

The second objective in the study was to find out the relationship between organizational governance and participation in women decision-makings in some selected NGOs in Mogadishu-Somalia. The following two variables organizational policy and organizational

structure and format are significantly correlated in women participation in decision making. To test this relationship, the researchers correlated, using the Pearson's Linear Correlation Coefficient (PLCC, r). Results of this test are presented in table below:

Table 4. The relationship between organizational policy, structure and format and participation in Women decision-making

		<i>Organizational Governance</i>	<i>Organizational Policy</i>	<i>Organizational structure and Format</i>	<i>Women participation indecision making</i>
Organizational governance	Pearson Correlation	1	.969**	.866**	.657**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	81
Organizational policy	Pearson Correlation	.969**	1	.723**	.558**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	81
Organizational structure and format	Pearson Correlation	.866**	.723**	1	.722**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	81
Women participation indecision making	Pearson Correlation	.657**	.558**	.722**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	81	81	81	81

As shown in the table 4. The relationship between organizational policy, structure and format on participation in women decision-making was investigated using Pearson correlation. The result indicated that there is a strongly relation between two independent variables that are mentioned above into the dependent variable of participation in women decision-making. As shown in the table the relation is significant relationship or there is a positive relationship which is ($r=0.558$, $p=0.00$) in terms of organizational policy and participation of women in decision making. And also ($r=.722$, $p=0.00$) in terms of organizational structure and format according to this result organizational structural and format is strongly related in women participation in decision making than organizational policy. This means that organizational policy, structure and format supported in participation of women in decision making. In other words the result indicated that there is significant relationship among, organizational governance and women participation in decision making, strong correlation that explained the above presentation based (Cohen, 1988)

The third objective of this study was to determine organizational structure and its effect on women participation in decision making in some selected NGOs in Mogadishu. To achieve this objective Respondents were subjected to a number of questions to provide answers to research question three mentioned above. The questions administered to the respondents were aimed at investigating the respondent's response towards the stated research objective. According to the above Table 4, highlights the third objective of this study that was to

determine organizational structure and its effect on women participation in decision making. Organizational structure and format were scored normal overall mean of 3.22 and standard deviation of 1.278. These results indicate that NGOs of Mogadishu have a normally good Organizational structure and format that supports for women's participation in decision making.

Transparent and clear structure of responsibility, differentiate what both women, men can do were scored normal mean of 3.36 and standard deviation of 1.274. These results interprets that Mogadishu NGOs have transparent and clear structure of responsibility that definitely distinguish what both women and men can do in their workplace.

The organizational rules or procedure ensure women's participation in the recruitment, training, and committee formulation were scored mean 3.31 and standard deviation of 1.439, this states that rules and procedures of Mogadishu NGOs supported normally women participation in recruitment, training and committee formulation.

The format meeting can participate everyone was scored normal mean of 3.05 and standard deviation of 1.199. As the results indicated this meant that the format of meetings of Mogadishu NGOs can be participate normally every one of the organization whether male and female.

The performance of the board and its subcommittees are depend on women participation in decision making was scored normal mean of 3.17 and standard deviation of 1.198. These show that board's performance of Mogadishu NGOs normally depend on women participation in decision making.

MAJOR FINDINGS

This study was basically proposed to identify the relationship between organizational governance and women participation in decision making in some selected NGOs in Mogadishu-Somalia. Furthermore, the study was also test the relationship between organizational governance and women participation in decision making to achieve these objectives, the respondent asked to react to several items by choosing according to their perceptions. Data on these objectives was analyzed using SPSS descriptive statistics tool.

The first objective of this study organizational policy on women participation in decision making that, researchers was find out the organization policy have supported for women's participation in decision making" with a (mean= **3.40**, STD= **1.3432**) the result indicates that it is normally good.

Second objective state that, the relationship between organizational governance and participation in women decision-makings in some selected NGOs in Mogadishu-Somalia using Pearson correlation. The result indicated that there is a strongly relation between two independent variables that are mentioned above into the dependent variable of women participation in decision-making. The relation is significant relationship or there is a positive relationship which is ($r= 0.558$, $p= 0.00$) in terms of organizational policy and participation of women in decision making. And also ($r=.722$, $p=0.00$) in terms of organizational structure and format.

The third objective of this study was to determine organizational structure and its effect on women participation in decision making, researchers was find out the organization structure have supported for women's participation in decision making" with a (mean= **3.2225**, STD= **1.2775**) the result indicates that the mean of the organizational structure is normally good.

DISCUSSION

The discussion of organizational governance and women participation in decision making are related the findings of this chapter and there are many studies that talks organizational governance and women participation in decision making of some selected NGOs and these studies shows the relationship between the two variables. And according to our findings the researchers got that there are positive relationship between organizational governance and women participation in decision making. This implies there is relationship between the two variables so it's believed that the cause is after the collapse of the Somali government so there is huge NGOs that are well known in satisfied.

According to Afroz (2010), find out there is strongly relation between two independent variables that are mentioned above into the dependent variable of women participation in decision-making Which, indicates that there is a significant strong positive relationship between variables of the study. So that this findings supports the results of this study mentioned above. Also Adams, & Ferreira found byusing Pearson correlation there is a strongly relation between the organizational governance and women participation in decision-making. The findings of the study indicate that there is association between the organizational governance and women participation in decision-making.

CONCLUSIONS

This section presents on the conclusion of the research. Organizations that build good governance systems are generally able to produce higher returns and thereby set their reputations in the broader society. Also managers need to be ensuring organizational policy in order to improve in women participation in decision making. Given the consistent interaction between organizational governance and women participation in decision making the researchers concluded that if an organization directly focused the issue of women's participation in their policy, it may have some effect on women's participation in decision-making. Hence, the results suggested that effective organizational policy acts as a driver on women's participation in decision making.

REFERENCES

- [1] Abdullah, Rubab, Jahan, Saha, S. A. & Sampa. (2008). Occupational stress, social andfamily difficulties and job contentment of working women. *Business and Economics*, 3(1).
- [2] Adams, & Ferreira. (n.d.). Gender Diversity in the Boardroom.
- [3] Afroz, M. (2010). Effect of organizational governance on women's participation in decision making.
- [4] B.Adams, R. & Daniel, F. (2009).Women in the board roomand their impact on governance. *Journal of Financial Economics*, 291(309), 94.
- [5] Baden, Sally, Green, Cathy, Anne, G. & Guhathakurta, M. a., et al. (1994). *Background report on gender issues in BangladeshReport prepared for the British High. Institute of Development Studie: dhake.*
- [6] Bradshaw, P., Hayday, B. & Armstrong, R. (2007). Non-profit Governance Models:Problems and Prospects. *The Public Sector Innovation Journal*, 12(3), 5.
- [7] Gardner, J. (2007). *Gender Profile For Somalia*. the EC Somalia Unit, Kenya and NORAD .

- [8] Hession, J. (2009). Women in the Modern Workplace; Gender Barriers to Business Start-Ups. *Cambridge Scholars Publishing*, 13(10).
- [9] Jacobs, P. & Schain, L. (2000). Professional Women: The Continuing Struggle for Acceptance and Equality. *Academic and Business Ethics*, 98.
- [10] Kabeer, N. & Magnus, E. (2004). Building Women's Capacity. A Study for the Millennium Science Initiative / Science Institutes Group.
- [11] Kalyan, S. (2007). *The Changing Role of Women in the Workplace*. Gatton Student Research Publication., 1(1).
- [12] kang, h. & sidney j, g. (2007). corporate governance and board composition. compilation .
- [13] Kellerman, L. R. (2007). *Women and Leadership*. The State of Play And Strategies For Performance , 16-20.
- [14] Kiwia, S. a. (2010, 3 may). <http://www.ssrn.com/abstract>. Retrieved 2006
- [15] Koppes, R. H. (2000). Statistical Alchemy. *Business Law International* (3), 207-211.
- [16] Morna, C. L. (1995). Gender and governance: proposed world bank action plan. *Gender links associates*, 67(2).
- [17] Mostashari, a. (2005). An Introduction to Non-Governmental Organizations (NGO) Management.
- [18] Oso, w. Y. & onen, d. (2008). *General reseach proposal and report a handbook for begining research (2nd ed)*. Kampala pieces and closing the intelligence gap .
- [19] Pearlman, L. S. (1978). The Structure of Coping. *Journal of Health and Social Behavior*, 21 (2), 19.
- [20] Rhode, D. L. & Packel, A. K. (2010). Diversity on Corporate Boards: How Much Difference Does Difference Make? Working Paper Series , 89.
- [21] Rome. (1999). Good governance: an overview. *International fund for agricultural development*, 67(4), 99.
- [22] Salter, M. S. (n.d.). *Industrial Governance and the Strategic Management of Firms*. Harvard Business School Working Paper .
- [23] Salter, M. S. (2003). Notes on Governance and Corporate Control. *Journal of Strategic Management Education*, 1(1), 5-54.
- [24] Sundars, M., Lewis, P. & Thornhill, A. *Research Methods For Bussines Students* (5th edition).