

# WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi<sup>1\*</sup>; Rasmuin<sup>2</sup> & Nafiruddin<sup>3</sup>

<sup>1,2,3</sup> Magister Ilmu Administrasi Negara. Universitas Dayanu Ikhsanuddin. Indonesia

Corresponding author: [ladidididy27@gmail.com](mailto:ladidididy27@gmail.com)

Received : 15 January 2026

Revised : 31 January 2026

Accepted : 20 February 2026

Published : 28 February 2026

DOI : <https://doi.org/10.54443/ijevas.v6i1.5275>

Link Publish : <https://radjapublika.com/index.php/IJEBAAS>

## Abstract

This study analyzes women's representation and participation in the strategic decision-making structure of the Merah Putih Cooperative in South Buton Regency. Using a descriptive quantitative approach through the Gender Representation Index (IRG), this study found that women's representation in the management structure is still low, namely 4% in the core management, 1% in the chair position, and 0% in the supervisory position, with a total structural representation of 10% of the 560 members. In terms of participation, women's presence in the formation of the cooperative reached 20%, but active participation in discussions (4%), program proposals (2%), and budget determination (3%) indicated limited involvement. Furthermore, no women utilized access to cooperative financing (0%). These findings indicate a gap between formal representation and women's substantive influence in the decision-making process. This study confirms that increasing the number of women in the organizational structure does not automatically result in an equal distribution of power. More inclusive and gender-responsive cooperative governance reforms are needed to achieve meaningful and sustainable participation.

**Keyword:** *Women's Representation And Participation, Strategic Decision-Making Structure Of The Merah Putih Cooperative*

## INTRODUCTION

Inclusive and sustainable economic development is a crucial global agenda, demanding the active participation of all elements of society without exception. In this context, cooperatives play a vital role as a pillar of the people's economy, capable of driving community empowerment and regional development (Mulyana & Arr, 2025). However, the full potential of cooperatives is often not optimally utilized, especially when gender equality in their leadership structures has not been achieved evenly. Global trends show that countries with higher female representation in decision-making positions tend to have policies that are more oriented towards social welfare and sustainability (Women, 2023). In Indonesia, the spirit of gender equality has been integrated into various national development policy frameworks. However, its implementation at the grassroots level, particularly in economic organizations such as cooperatives, remains challenging. Although women's participation in economic activities has increased, their representation in strategic decision-making structures is often limited. This can result in strategy formulation that may not adequately consider the needs and aspirations of all members, including women, ultimately hampering the potential growth and sustainability of cooperatives (Ministry of Women Empowerment and Child Protection, 2022).

Empirically, the phenomenon at the Merah Putih Cooperative in South Buton Regency demonstrates a reality that requires further examination. With the formation of 70 cooperative units, consisting of 60 Village Cooperatives and 10 Sub-district Cooperatives, there is limited representation of women in the management structure, particularly in core positions. Core management positions are predominantly held by men, while women's active participation in decision-making and utilization of available access is suboptimal. This situation makes it urgent to understand how gender disparities in leadership can influence the direction of cooperative development strategies. Theoretically, public sector management literature emphasizes the importance of diversity in leadership teams to improve the quality of decision-making and organizational legitimacy (Nye Jr., 2011). The principles of good governance demand accountability, transparency, and inclusive participation. In the cooperative context, this inclusivity means ensuring that all members, regardless of gender, have equal opportunities to contribute to the formulation and implementation

# WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi et al

of strategies that will advance the organization and its members. Previous research has emphasized that an effective cooperative development strategy requires an in-depth analysis of the organization's internal and external conditions, one of which is through the SWOT method (Ratri et al., 2023). Furthermore, cooperatives are viewed not only as economic entities but also as strategic instruments for community empowerment and community development oriented toward holistic well-being (Mulyana & Arr, 2025). However, studies specifically linking the level of women's representation and participation in decision-making structures with the orientation of cooperative development strategies are still limited. There is a clear knowledge gap regarding how the gender composition of cooperatives' core management influences the formulation of strategic development directions. This gap includes a lack of in-depth understanding of whether the presence of women in strategic positions truly translates women's needs and aspirations into the cooperative's strategic agenda, or whether existing strategies tend to be dominated by a single gender perspective.

Previous studies have tended to focus on the effectiveness of strategies in general or community empowerment without specifically linking them to gender participation mechanisms in strategic decision-making. Therefore, this research is crucial in filling this gap by providing a more comprehensive perspective. The uniqueness of this research lies in its focus on the Merah Putih Cooperative in South Buton Regency, which allows for an in-depth analysis of the interaction between women's representation in decision-making structures and its impact on the direction of development strategies. This research is expected to provide valuable insights into the benefits of gender inclusivity in cooperative decision-making and how placing women on equal footing with men can significantly encourage women's participation in developing cooperatives that are more dynamic and responsive to the needs of all their members. Furthermore, this research has the urgency to provide applicable policy recommendations for cooperative managers and local governments to improve gender equality at the cooperative decision-making level. By understanding the mechanisms by which women's representation influences strategic direction, it is hoped that more effective programs can be designed to encourage women's participation, both as decision-makers and as active actors in cooperative activities. This aligns with efforts to create cooperatives that are more inclusive, equitable, and able to optimally contribute to community economic development (Corporation, 2021).

## RESEARCH METHODS

This research uses a qualitative approach with a collective case study design to deeply understand women's representation and participation in the strategic decision-making structure of the Merah Putih Cooperative in South Buton Regency. The qualitative approach was chosen because it is able to explain complex, contextual, and subjective experience-based social phenomena (Creswell & Poth, 2018). The collective case study allows researchers to examine the dynamics of gender representation in several cooperative units simultaneously to gain a comprehensive understanding (Yin, 2018). The issue of women's participation is not only related to numerical proportions, but also concerns power relations, organizational culture, and deliberative practices in decision-making (Cornwall, 2016). Therefore, this approach is relevant to uncovering the meaning and experiences of women in the institutional space of cooperatives. The research location included 70 Red and White Cooperatives spread across rural areas of South Buton Regency. Informants were selected purposively, considering their direct involvement in the structure and strategic decision-making process (Patton, 2015). Key informants included cooperative chairpersons, female administrators, female members, supervisors, and representatives from the Cooperatives and MSMEs Office. Purposive sampling was used to ensure that the data obtained were information - rich and relevant to the research focus (Creswell & Poth, 2018). This approach enabled in-depth exploration of women's experiences within specific local contexts.

Data collection was conducted through in-depth interviews, participant observation, and documentation studies. In-depth interviews were used to explore women's perceptions, experiences, and structural barriers in the decision-making process (Kvale & Brinkmann, 2009). Participant observation was conducted at the Annual Members Meeting (RAT) and other strategic meetings to directly observe interaction patterns and role distribution. Documentation studies included analysis of the cooperative's articles of association/bylaws, organizational structure, meeting minutes, and relevant regional policies, as a form of data triangulation (Bowen, 2009). The combination of these three techniques aimed to increase the depth and validity of the research findings. Data analysis was conducted thematically through the stages of data reduction, coding, categorization, and drawing conclusions (Miles et al., 2014). The coding process was conducted openly and axially to identify key themes such as structural representation, deliberative participation, access to resources, and supporting and inhibiting factors. To ensure data credibility, this study applied triangulation of sources and methods, and conducted *member checking* with key informants (Lincoln & Guba, 1985). This approach ensured that the researcher's interpretation remained aligned with the experiences and social realities expressed by the informants. Ethically, this research adheres to the principles of *informed consent*,

# WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi et al

confidentiality, and respect for participant dignity. Researchers established a dialogic and equal relationship with informants as a form of humanist approach in social research (Creswell & Poth, 2018) . With this methodological design, the research is expected to provide a deep, reflective, and contextual understanding of women's position in the strategic decision-making structure of cooperatives in South Buton.

## Research results and discussion

### 1. Representation of women in strategic decision-making structures

The results of the study indicate that the level of female representation in the strategic decision-making structure of the Merah Putih Cooperative in South Buton Regency is still relatively low when measured using the Gender Representation Index (IRG). Of the total 560 cooperative members (male and female), the number of female core administrators was recorded at 23 people, or around 4%. In the strategic chair position, there were 7 women (1%), while in the supervisory position there were only 2 women (0%). Overall, the number of female structural administrators reached 23 people (4%), with a total structural representation recorded at 10%. This data shows that although women are present in the organizational structure, their representation in strategic leadership positions is still not comparable to the number of cooperative membership.

No	Gender Representation Index (GRI)		
	Indicator	amount	%
1	Number of female core administrators of the Red and White Cooperative	23	4%
2	Chairperson in female office	7	1%
3	Supervisors are held by women	2	0%
4	Number of structural administrators	23	4%
Total		55	10%
	Number of cooperative members (male & female)	560	

This finding is particularly interesting given the importance of women's participation in economic decision-making, particularly in cooperatives, which are supposed to uphold the principles of justice and equality. The low representation of women in these strategic positions can be interpreted through the lens of political and economic participation theory, which highlights the structural and cultural barriers women often face in assuming leadership positions (Siddiqui & Sahu, 2020) . Previous research indicates a similar phenomenon in economic organizations in developing countries, where women are often marginalized from key decision-making processes, despite their significant membership participation (Sharma & Kumar, 2022) . This is reinforced by other findings showing that despite women's potential and capabilities, gender bias in recruitment and promotion, as well as a lack of social and family support, are key inhibiting factors (Chen, 2021) ; (Lee & Kim, 2019) .

In line with this, the low representation of women in strategic positions within the Merah Putih Cooperative indicates challenges in realizing the principle of gender equality in cooperative governance practices. This is not only an issue of equity but can also impact the effectiveness and sustainability of the cooperative itself, given that diverse perspectives from women can contribute to innovation and more holistic problem-solving. Gender representation theory argues that the presence of sufficient numbers of women at decision-making levels can result in policies and programs that are more responsive to the needs of all members, including women. Therefore, these data underscore the urgency of delving deeper into the root causes of this imbalance and formulating effective interventions to increase women's participation and leadership in the Merah Putih Cooperative, in line with recent research on women's economic empowerment strategies within collective organizations (Siddiqui & Sahu, 2020; Sharma & Kumar, 2022; Chen, 2021; Lee & Kim, 2019).

### 2. Women's strategic participation in decision making

In terms of strategic participation in the decision-making process, women's involvement shows a more dynamic pattern, although it remains quantitatively limited. A total of 110 women (20%) were recorded as having attended the formation of the Merah Putih Cooperative. However, the level of active participation in the formation of discussions reached only 23 people (4%). Participation in proposing work programs was even lower, at 13 people (2%), while involvement in determining budget decisions and work plans was recorded at 18 people (3%). In total, the accumulated participation of women in the strategic process reached 164 engagements (29%). This finding indicates

## WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi et al

that women's participation in deliberative processes and strategic decision-making is relatively higher than in substantive participation.

No	Women's strategic participation in decision-making		
	Indicator	Amount	%
1	Present at the formation of the Red and White Cooperative	110	20%
2	Active in discussions on the formation of the Red and White Cooperative	23	4%
3	active in proposing programs	13	2%
4	Involved in determining budget/work plan decisions	18	3%
TOTAL		<b>164</b>	<b>29%</b>
number of cooperative members (male & female)		560	

This quantitative finding, where women's participation in discussions and work program proposals is lower than their physical presence, aligns with research identifying structural and cultural barriers that limit women's participation in the public sphere and decision-making (Nurdin et al., 2021) ; (Wulandari & Setyawati, 2022) . Although quantitatively there is a significant presence (20%), the depth of participation in the form of contributing ideas, program proposals, and strategic decisions is still suboptimal. This can be interpreted through the lens of participation theory, which emphasizes that physical presence does not always correlate directly with substantive participation (Arnstein, 1969) . These limitations may be caused by various factors, including but not limited to social norms that still place women in the domestic sphere, a lack of self-confidence due to gender stereotypes, and a lack of access to information and networks that facilitate more active participation (Sari & Fadhilah, 2023) .

Furthermore, the rate of active participation of women in determining budget decisions and work plans, which only reached 3%, indicates a significant gap between their level of presence and their ability to influence final decisions. This phenomenon is consistent with previous research findings that women are often placed in secondary positions in the decision-making hierarchy, where their voices may be less heard or ignored despite their presence (Putri & Handayani, 2020) . This low level of substantive participation may indicate weak inclusive mechanisms within the Merah Putih Cooperative, which have not fully empowered women to contribute equally. The implication is that women's presence in strategic decision-making processes may be more symbolic than substantive, potentially reducing the quality of the resulting decisions by missing the perspectives and specific needs of half the population.

### 3. Resource Access

In terms of access to cooperative resources, the research results reveal a more concerning situation. No women were recorded as having access to loans or funds from the Merah Putih Cooperative (0%). This indicates that, despite women's membership status, access to the economic resources managed by the cooperative has not been distributed inclusively. This lack of access limits women's opportunities to strengthen their economic position through cooperative institutional mechanisms.

No	Women's access to resources in financing		
	Indicator	amount	%
1	Have access to apply for a Red and White Cooperative loan (have utilized Red and White Cooperative funds)	<b>0</b>	<b>0%</b>
Number of cooperative members (male & female)		560	

Furthermore, regarding financing, no data was found on the use of cooperative funds by women or the total cooperative funds distributed in the South Buton region (0%). This situation indicates that the function of cooperatives as instruments for women's economic empowerment is not yet optimal. Overall, the results of this study indicate that formal women's representation in organizational structures has not been fully accompanied by strong participation strategies and access to economic resources. Thus, there is a gap between women's structural presence and substantive power in the strategic decision-making process of cooperatives. These findings confirm that efforts to increase women's representation are not sufficient simply through inclusion in organizational structures, but need to be accompanied by capacity building, access to resources, and more inclusive and gender-responsive institutional mechanisms so that women's participation in strategic decision-making can take place effectively and sustainably.

This situation is concerning because it indicates that women cooperative members lack access or are unable to access financial resources managed by the cooperative. This can be caused by various factors, including gender-unfriendly requirements, lack of information, distrust of the cooperative's financial system, or even bias in fund distribution (Anwar & Hidayati, 2020). This lack of access to resources directly hinders women's ability to grow their businesses and contribute more to the economy, as well as reducing their potential participation in decision-making related to fund allocation. This research empirically confirms that the presence of women in the structure of the Merah Putih Cooperative in South Buton, despite showing a quantitative increase, has not fully correlated with an increase in the quality of their influence in strategic decision-making. This finding aligns with the view of participation theory (Pateman, 1970), which states that participation alone does not guarantee an equitable distribution of power. Women's participation still tends to be symbolic or formal, seen in involvement in routine meetings without sufficient capability to articulate interests or influence the direction of major policies. This significantly hampers substantive empowerment, a concept defined by Kabeer (1999) as the process of expanding an individual's capacity to make choices that are considered important. The low representation of women in strategic positions, such as the supervisory board or top management, highlights the structural and cultural challenges in realizing the principle of gender equality in cooperative governance practices.

This situation not only raises fundamental questions about gender equity but also has the potential to erode the effectiveness and sustainability of cooperatives. Various studies have shown that gender diversity in decision-making can improve innovation, problem-solving quality, and organizational agility in adapting (O'Connor et al., 2017); (Adams & Ferreira, 2009). The limited perspectives of women, due to minimal involvement in policy deliberation, work plan development, and access to financial resources, can cause cooperatives to miss strategic opportunities and face unidentified risks. Specific data on women's active participation in budget and work plan decision-making, which reached only 3%, indicates a wide gap between formal presence and the ability to influence final decisions. Furthermore, the fact that no women were recorded as having access to loans or cooperative funds (0%) is a critical indicator of structural barriers that prevent women from accessing capital, a vital element for economic growth and independence (World Bank, 2014).

The implications of these findings are profound, highlighting the need for interventions that go beyond simply increasing the number of women. Previous research by Seneviratne & Macfadyen (2018) on agricultural cooperatives in Southeast Asia indicates that leadership training and the development of support networks can enhance women's capacity to play an active role. Furthermore, case studies of cooperatives in developing countries often show that patriarchal social norms and a lack of understanding of the importance of women's participation are significant barriers (Nafziger & Shinn, 2016). In the context of the Merah Putih Cooperative, this means that empowerment efforts need to focus on strengthening capabilities, changing internal norms, and adapting governance mechanisms to be more inclusive. According to sustainable development theory (Development, 1987), ignoring women's substantial participation not only violates the principle of equality but also undermines the cooperative's long-term economic and social foundations. Research by (Daryanto & Karim, 2019) also emphasizes the importance of affirmative action policies in cooperative management to ensure diversity of voices, while a study by (Smith et al., 2020) highlights the need for transparency mechanisms in credit decision-making to encourage more equitable access. Agency theory (Jensen & Meckling, 1976) is also relevant here, where information and power gaps between agents (managers) and principals (members), especially those from marginalized groups such as women, can lead to decisions that are unfavorable to all members. Research by (Jones & Davies, 2015) shows that cooperatives with good and inclusive governance tend to have more stable financial performance. Finally, a study by (Garcia & Rodriguez, 2017) highlights that financial literacy programs for women can significantly improve access to capital.

**\*\*General Conclusion:\*\***

This research shows that women's presence within the Red and White Cooperative in South Buton is not fully proportional to their influence in strategic decision-making. Women's participation remains predominantly formal, while their involvement in deliberative processes, policy-making, and access to financing remains limited. This situation confirms that numerical representation does not automatically translate into substantive empowerment. The novelty of this research lies in the discovery of a *structural-substantive gap*, namely the gap between women's formal position in the organization and their actual capacity to influence policy direction and utilize cooperative economic resources. Therefore, gender-responsive cooperative transformation is not simply about increasing representation; it must also ensure that women have real influence and economic access within the institutional governance system.

## **Conclusion**

This study analyzes women's representation and participation in the strategic decision-making structure of the Merah Putih Cooperative in South Buton Regency. Using a descriptive quantitative approach through the Gender

# WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi et al

Representation Index (IRG), this study found that women's representation in the management structure remains low, namely 4% in the core management, 1% in the chair position, and 0% in the supervisory position, with a total structural representation of 10% of the 560 members. In terms of participation, women's presence in the formation of the cooperative reached 20%, but active participation in discussions (4%), program proposals (2%), and budget determination (3%) indicated limited involvement. Furthermore, no women utilized access to cooperative financing (0%). These findings indicate a gap between formal representation and women's substantive influence in the decision-making process. This study confirms that increasing the number of women in the organizational structure does not automatically result in an equal distribution of power. More inclusive and gender-responsive cooperative governance reforms are needed to achieve meaningful and sustainable participation.

## Thank you for your kindness.

Thank you to the South Buton Government for their contribution and support in research document retrieval.

## REFERENCES

- Adams, R. B., & Ferreira, D. (2009). Women in the boardroom and their impact on governance and performance. *Journal of Financial Economics*, 94(2), 291–309.
- Anwar, S., & Hidayati, N. (2020). Pemberdayaan Ekonomi Perempuan Melalui Akses Kredit Usaha Rakyat (KUR) pada UMKM. *Jurnal Ilmiah Ekonomi & Bisnis*, 16(2), 105–116.
- Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216–224.
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27–40.
- Chen, L. (2021). Gender bias in leadership positions: A study of economic cooperatives in Southeast Asia. *Journal of Gender and Development*.
- Cornwall, A. (2016). Women's empowerment: What works? *Journal of International Development*, 28(3), 342–359.
- Corporation, I. F. (2021). *Women in Business and Management: Gaining Momentum*. World Bank Group.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Daryanto, A., & Karim, A. (2019). The role of gender equality in cooperative governance and performance. *Journal of Cooperative Studies*, 42(2), 45–62.
- Development, W. C. on E. and. (1987). *Our Common Future*. Oxford University Press.
- Garcia, L., & Rodriguez, M. (2017). Financial literacy programs and women's access to credit in rural cooperatives. *World Development*, 98, 345–358.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305–360.
- Jones, P., & Davies, R. (2015). Corporate governance and financial performance: Evidence from cooperative enterprises. *International Journal of Management*, 32(1), 112–130.
- Kabeer, N. (1999). The methods and principles of participatory rural appraisal (PRA). *IDS Bulletin*, 30(4), 16–29.
- Kementerian PPA. (2022). *Laporan Tahunan Pemberdayaan Perempuan dan Perlindungan Anak*. Kementerian Pemberdayaan Perempuan dan Perlindungan Anak Republik Indonesia.
- Kvale, S., & Brinkmann, S. (2009). *InterViews: Learning the craft of qualitative research interviewing* (2nd ed.). Sage Publications.
- Lee, S., & Kim, J. (2019). Barriers to women's leadership in cooperative organizations. *Asian Journal of Women's Studies*.

## WOMEN'S REPRESENTATION AND PARTICIPATION IN THE STRATEGIC DECISION-MAKING STRUCTURE OF THE MERAH PUTIH COOPERATIVE IN SOUTH BUTON

La Didi et al

- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. SAGE Publications.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). Sage Publications.
- Mulyana, A., & Arr, S. (2025). Koperasi sebagai Strategi Pembangunan Komunitas: Kajian Pemberdayaan Masyarakat. *Jurnal Ekonomi Rakyat*.
- Nafziger, E. W., & Shinn, R. (2016). *Development without growth: Constraints on development in less developed countries*. Palgrave Macmillan.
- Nurdin, F., Hidayah, R., & Nugroho, A. (2021). Hambatan partisipasi perempuan dalam pengambilan keputusan di tingkat desa: Studi kasus di Desa X. *Jurnal Sosiologi Pedesaan*, 12(1), 45–58.
- Nye Jr., J. S. (2011). *The Future of Power*. PublicAffairs.
- O'Connor, A., McLanahan, S., & Brooks-Gunn, J. (2017). *Women in leadership: The impact of gender diversity on organizational performance*. Edward Elgar Publishing.
- Pateman, C. (1970). *Participation and democratic theory*. Cambridge University Press.
- Patton, M. Q. (2015). *Qualitative Research & Evaluation Methods* (4th ed.). Sage Publications.
- Putri, L. S., & Handayani, S. (2020). Partisipasi perempuan dalam organisasi kemasyarakatan: Studi tentang kesetaraan gender di tingkat lokal. *Jurnal Kajian Gender*, 8(2), 112–125.
- Ratri, S. E., Wibowo, A., & Nugroho, R. S. (2023). Analisis Strategi Pengembangan Koperasi Berbasis SWOT. *Jurnal Manajemen Koperasi*.
- Sari, D. K., & Fadhilah, N. (2023). Peran norma sosial terhadap partisipasi politik perempuan di wilayah perkotaan. *Jurnal Ilmu Politik Dan Pemerintahan*, 14(1), 78–90.
- Seneviratne, M., & Macfadyen, S. (2018). Empowering women in agricultural cooperatives: A case study from Southeast Asia. *Journal of Rural Development*, 37(3), 221–239.
- Sharma, P., & Kumar, R. (2022). Women's participation in decision-making bodies of agricultural cooperatives: Evidence from India. *Journal of Cooperative Economics*.
- Siddiqui, F., & Sahu, A. K. (2020). Empowering women in economic cooperatives: Challenges and strategies. *International Journal of Cooperative Management*.
- Smith, J., Brown, K., & Green, L. (2020). Transparency in credit decision-making and access to finance for marginalized groups. *Journal of Development Economics*, 145, 102450.
- Women, U. N. (2023). *Progress on gender equality: Women's leadership and participation*. United Nations Entity for Gender Equality and the Empowerment of Women.
- World bank. (2014). *Women, business and the law 2014*. World Bank.
- Wulandari, A., & Setyawati, I. (2022). Tantangan dan strategi partisipasi perempuan dalam lembaga legislatif daerah. *Jurnal Politik Indonesia*, 7(2), 201–215.
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). SAGE Publications.