

# 13<sup>th</sup> INSYMA

international annual  
symposium on  
management

## MARKET INTEGRATION IN ASEAN: SUSTAINABLE GROWTH AND CROSS - CULTURAL ISSUES

Ho Chi Minh City, Vietnam | 18<sup>th</sup> - 20<sup>th</sup> March 2016



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VNU-HCM PRESS





ePROCEEDING

**The 13<sup>th</sup> UBAYA International Annual Symposium on Management**

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SUSTAINABLE GROWTH AND  
CROSS CULTURAL ISSUES**

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Department on Management  
Faculty of Business and Economics, University of Surabaya,  
Surabesia

University of Social Sciences and Humanities, Vietnam National  
University Ho Chi Minh City (USSH, VNU-HCM), Vietnam

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## **Proceeding**

### **The 13<sup>th</sup> UBAYA International Annual Symposium on Management**

#### **MARKET INTEGRATION IN ASEAN: SUSTAINABLE GROWTH AND CROSS CULTURAL ISSUES**

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##### **Published by:**

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Phone: +62-31-2981139; Fax : +62-31-2981239

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Phone: (84 - 8) 38293828; Fax: (84 - 8) 38221903

**ISBN (Indonesia): 978-602-73852-0-7**

**ISBN (Vietnam): 978-604-73-4020-0**

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## FOREWORD

It is with deep satisfaction that I write this Foreword to the Proceedings of *THE 13<sup>TH</sup> INTERNATIONAL ANNUAL SYMPOSIUM ON MANAGEMENT (INSYMA)* held at University of Social Sciences and Humanities, Vietnam National University - Ho Chi Minh City, Vietnam, March 18 -20, 2016. The 13<sup>th</sup> Insyma aims to provide a forum for discussion among leading academics, researchers, students, and practitioners from all over the world, experts in economic and social sciences.

The theme for INSYMA 2016 is **“MARKET INTEGRATION IN ASEAN: SUSTAINABLE GROWTH AND CROSS CULTURAL ISSUES”**. This theme represent emerging and highly challenging and opportunities area of research and practice.

There has been tremendous number of researchers investigating the impact of market integration and cultural impacts on economy on several communities. Mainly they found a positive impact on the economic growth as a result on significant increasing of trading for products and services in its country member. Nevertheless, market distabilization is still main disadvantage of the regional integration. Regional community needed to developed the new model of market integration system that could minimize the disadvantages.

Hundreds of scientific papers are sent to the conference commitees in Indonesia and in Vietnam, and the results of a rigorous selection of 160 selected. This paper is derived from a variety of authors, both within and outside Indonesia and Vietnam, academics and practitioners. All the articles are then presented at the symposium and documented in this proceedings.

We thank all authors, participants, sponsors and co-hosts for their contributions and we hope that these proceedings can contribute to the development of science and business practices. Hopefully you can enjoy and gain valuable lessons from this article collection.

Ho Chi Minh, Vietnam, 18<sup>th</sup>-20<sup>th</sup> March 2016

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THE 13<sup>TH</sup> UBAYA INTERNATIONAL  
ANNUAL SYMPOSIUM  
ON MANAGEMENT

**VNU-HCM PRESS**

**MARKET INTEGRATION  
IN ASEAN: SUSTAINABLE GROWTH  
AND CROSS CULTURE ISSUES**

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Production Supervisor:  
*NGUYEN HOANG DUNG*

Editor-in- chief:  
*NGUYEN HOANG DUNG*

Editor:  
*VU THI HANH TRANG*

Revised by  
*AN NHIEN*

Cover Design:  
*University of Surabaya - Indonesia*

**Published in 2016**

© University of Surabaya,  
Surabaya, Indonesia and  
University of Social Sciences and Humanities  
- VNU-HCM,

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Print run 300 copies

Size 14.5 x 20.5 cm

Registered N<sup>o</sup>: DKKHXB No. 643-2016/CXBIPH/03-  
30/DHQGTPHCM

License of Publishing N<sup>o</sup>. 40/QD of VNUP-HCMC  
on March 11<sup>th</sup>, 2016.

Printed by Hung Phu Printing and Packaging Co. Ltd.

Add. 162A/1, Quarter 1A, AnPhu Ward,  
Thuan An District, Binh Duong Province, Vietnam

Copyright deposited in 1<sup>st</sup> Quarter of 2016

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## **GENDER COLLABORATION ROLE IN ANALYZING AND MANAGING RISKS AT BODY REPAIR “X” IN MALANG**

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### ***Abstract***

*Risk is an inevitable thing in all activities of the company. These risks must be managed properly so that companies can survive. There are several factors that can affect risk assessment and risk management, one of them is risk preferences. Risk preferences are highly influenced by the personality who reflected in leader's gender role (masculine or feminine). This study was aimed to discover the role of psychological gender collaboration (masculine-feminine) in the process of analysis and managing risk. The object of this study is a service company Body Repair in Malang. This study used a qualitative approach to conducting interviews, observation, and document analysis in analyzing the collaborative role of gender in the process of analysis and risk management. As a result of analysis, there is a link between gender analysis and risk management processes. In addition, the results also showed that the gender collaborations have an important role in the process of analysis and risk management, where someone masculine is better suited to assess the risk, while managing risk is better suited done by a feminine. So the gender collaborations can result in optimal decisions / actions in risk management.*

**Keywords:** risk management, risk analyzing, gender collaboration, gender

## **INTRODUCTION**

Risks are something inevitable in every business (Tchankova, 2002; Krause, 2006; Amran, 2008; Verbano and Venturini, 2013; PWC, 2015). A good risk management will help the management of a company to identify significant risks on time. Therefore, the company objectives could be reached effectively and efficiently (Tchankova, 2002; Brustbauer in Falkner and Hiebl, 2015; PWC, 2015). Leader also plays key roles in risks management to lead the risks identification, put the right scale of priority, design necessary steps to minimize risks and monitor the process of risk management itself.

Leader gender, which is feminine or masculine, could be one of many factors that affecting the perceptions, tendency, responses, and technical choices that will be taken in

facing the risks (Byrnes et al, 1999; Watson and Newby, 2005; Yordanova and Boshnakova, 2011; Rooney, 2015). Leader with masculine characters are tend to be more aggressive in dealing with risks compare to the one with feminine characters. Leader with feminine characters are tend to be more conservative. Many research shows that socially diverse group in terms of gender, race and ethnicity will bring more benefits in managing risks compare to the one with more similarity (Bear and Woolley, 2011; Deszö and Ross 2012). This facts could lead to the situation where gender collaboration at the top management will bring more benefit to the company.

Schubert (2006) stated that men are more risks seeking rather which could lead to better risks analysis which would help the company in reaching its objectives. On the other hand, women are more risks averse which make them more appropriate in managing the risks. One character of masculine leader would be risks seeking. Any collaboration that could emerge in analysing and managing risks will create a good synergy (Shubert, 2006; Bear and Woolley, 2011). But Watson and Newby (2005) argued that biological sex, which are man and woman, are not proper factors to differentiate people's character based on his or her gender. This research would like to find empirical evidence in gender collaboration role in analysing and managing risks through case study research. The main research question is how gender collaboration contributes in analysing and managing risks in a body repair company in Malang. This research question will be discussed through several small questions as milestones. Those are:

1. How the risks analysis and management were carry out in this company.
2. How the gender orientation of this company leaders were
3. How the leaders gender play roles in the process of analysis and management of risks
4. How the leaders gender collaborate during the analysis and management of risks

## **THEORITICAL FRAMEWORK**

A person can be categorized by his or her gender into two types, those are masculine and feminine (Friedman and Schustack, 2012). Gender is a set of characters attached in a man or a woman which is socially and culturally constructed (Fakih, 1996). Unger (1979) and Lips (2008) define gender as non-psychological aspect from man and woman, cultural expectation of femininity and masculinity. Stewart and McDermott in Gartzia (2012) stated that gender would refer to wide social system which somebody's embedded role and stereotype define his or her identity. The stereotype characters of masculine people are aggressive, hard, dominant, rational, risks taker and task oriented. On the other side, the feminine people have the stereotype characters of being gentle, sensitive to others needs, lover, cooperative and welfare-oriented (Watson and Newby, 2005; Lips, 2008; Ferrer-Perez and Bosch-Fiol, 2012; Patterson 2012). Those characteristic could be found in both men and women (Fakih, 1996). Gender has no correlation with sex (Bem in

Watson and Newby, 2005). There are three dimension of gender stereotype that could determine feminine and masculine. Those are physical appearance, personality and cognitive or perspective (Lips, 2008). The tables below elaborate the dimension and attributes of feminine and masculine in more detail.

**Table 1. Masculine and Feminine Dimension**

<i>Dimensions</i>	<i>Physical</i>	<i>Personality</i>	<i>Cognitive</i>
<i>Feminine</i>	Pretty	Affectionate	Imaginative
	Sexy	Sympathetic	Intuitive
	Gorgeous	Gentle	Artistic
	Dainty	Sensitive	Expressive
	Soft voiced	Nurturing	Perceptive
	Cute	Sentimental	Verbally skilled
	Petite	Sociable	Creative
	Beautiful	Cooperative	Tasteful
<i>Masculine</i>	Athletic	Competitive	Analytical
	Burly	Daring	Mathematical
	Rugged	Unexcitable	Good with numbers
	Muscular	Dominant	Exact
	Tall	Adventurous	Good at reasoning
	Physically vigorous	Aggressive	Good at abstractions
	Brawny	Courageous	Good at problem solving
	Physically strong	Resistant to pressure	Quantitatively skilled

Source: Cjeka and Eagly in Lips (2008)

**Table 2. Attributes of Masculinity and Femininity**

Masculinities (Bem, 1981; Hines, 1992)	Femininities (Bem, 1981; Grant, 1988; Marshall, 1993)
Hard	Empathetic
Dry	Compassionate
Impersonal	Nurturing
Objective	Cooperative
Explicit	Acceptance
Action-orientated	Emotional
Outer focused	Helpful
Analytical	Shy
Aggressive	Sensitive
Dominant	Soft spoken
Forceful	Understanding
Assertive	Warm

Source: Patterson (2012)

Bem Sex-Role Inventory (BSRI) is a valid and widely used tool to measure the gender orientation (Annandale and Hunt, 1990). Bem in Watson and Newby (2005) classified the respondents into four category, those are androgynous (high masculinity and high femininity), masculine (high masculinity, low femininity), feminine (low masculinity, high femininity), and undifferentiated (low masculinity, low femininity). BSRI still valids

until today (Vafaei et al., 2014). The scoring system in BSRI had already evolved to be a better one and adopted widely.

On the other side, risk management is a series of actions, starts from identification, evaluation, rank the risks priority up to deciding proper action to face the potential risks that threatened the sustainability of a company (Redja, 2008; ISO 31000, 2009; Institute of risk management in Hopkin, 2009). In ISO 31000, there are five steps of risks management, those are: communication and consultation, establish the context, risks assessment, risks treatment, monitoring and review. The analysis process is conducted in two dimensions, which are likelihood (shows the frequency) and its impact (Hery, 2015). Respond to the risks can be divided into four categories based on the variation of the likelihood and impacts. Tolerate is a respond for risks in the quadrant of low likelihood and low impact. Treat is a respond for risks in the quadrant of high likelihood and low impact. Transfer is a respond for risks in the quadrant of low likelihood and high impact. Terminate is a respond for risks in the quadrant of high likelihood and impact.

## **RESEARCH METHODOLOGY**

This research is a qualitative explanatory research. The main purpose of this research is to find the explanation of cause and effect relationship of gender collaboration role with the risks analysis and management process in the Body Repair “X” company in Malang. Since this research is trying to elaborate Schubert conceptual researches through empirical case studies. The data collection methods used was interview, observation, and document analysis. This is part of triangulation process, which are the interviews were conducted with the general manager and his vice general manager as the main resources. The interview results also being crosschecked with direct observation to the operational events. The results of the interview and observations of operational events were also crosschecked with the relevant documents. To find out the gender of the leaders, BSRI tools was used. The above steps are important to make sure the validity and reliability of the data.

## **DISCUSSION**

The body repair “X” was founded in 1989 with main business in giving car body repair service. The services are including paint job, car polish job and body repair jobs. This company has thirteen car insurance companies, two car showroom companies, and one rental company as partners. As a small sized family company with 23 employees, this company is led by Mr. Michael as the general manager and Mrs. Lauren as the vice general manager. Mr. Michael and Mrs. Lauren are husband and wife. All the works are done manually. The steps of repairing or painting the car could be various, but basically

there are two inspections, one is in the middle step and the other is before the finishing step. The inspections are conducted by the supervisors. The leaders also involved in the inspections process incidentally. The main idea of having inspections is to minimize the error that could end up with rework. So far, there are ten medium sized body repair companies in Malang that could compete with this company. Therefore, this company is exposed to several risks described as follows:

**Table 3. *Company Potential Risks***

Risk type	Risk number	Risks
Financial risks	R1	Late payment of receivables by customers
	R2	Embezzlement
Infrastructure risks	R3	Work accidents
	R4	Working tools damage
	R5	Electricity black-out
	R6	Rework
	R7	Sparepart late delivery from supplier
	R8	Sparepart damage because of human error
	R9	e-claim system failure
	R10	Environmental pollution
	R11	Fire
	R12	Inefficiency in raw material usage
Reputational risks	R13	Customer complaints
Market risks	R14	New competitors
	R15	End of contract terms with business partners

### **Risks Analysis at Body Repair “X”**

Based on ISO 31000, the analysis process is conducted by mapping the risks into risk matrix. Risk number one is rarely happened based on the historical records, but the possibility of reoccurring in the future is still exist. It is the same with the embezzlement risk. Work accidents could happen not only at the working site but also could possibly happened outside the working site when the employee need to go outside to buy supplies that are not provided by suppliers. In this company, not all supplies and spare part are provided by suppliers. Some supplies that only used in small amounts with immaterial value are often buy at the local shops. That explains why work accidents could happen inside and outside the working site. Externally related risks such as late delivery from suppliers, e-claim system failure, new competitors, and end of contract are carefully

analysed. Some of it has a high possibility of happening such as late delivery of spare part, e-claim system failure, and new competitors. End of contract terms with business partner on the other hand is regarding with the termination of contract without possibility of continuing it in the future. This risk is not high according to the general manager, since both sides always do their best to keep their commitment upon the quality of works done. Although external risks are having high possibility of happening, but the perception upon the impacts according to the general manager and vice general manager could be different. Internally related risks such as inefficiency, rework, fire, tools damage are prevented mostly by monitoring or inspections.

In this case study, the analysis was conducted both to the general manager and vice general manager and then compared as shown in the figure 1. The general manager, Mr. Michael tend to has risks in the green and yellow quadrant, while the vice general manager, Mrs. Lauren, tend to has more in yellow and red quadrant. This situation is shaped by the difference criteria of risks according to Mr. Michael or Mrs. Lauren. For some risks, Mr. Michael has more loose criteria rather than Mrs. Lauren.

### **Risks Management in Body Repair “X”**

Both the general manager, Mr. Michael, and the vice general manager, Mrs. Lauren, showed almost identical respond to the risks. The responds are described in the table four. But there are still some differences in how the risks are managed. The actions that the general manager had were more aggressive. For example, in facing new competitors, Mr. Michael as the general manager were not only by giving the best service quality as the vice general manager efforts, but also strengthening the cooperation with existing business partners and expanding to the new ones if possible. For the embezzlement risk, Mr. Michael tend to monitor the financial matters while Mrs. Lauren tend to handle the financial matters herself whenever she was in doubt with the employee. The only difference occurs in the uncontrollable risks and transferable risks such as e-claim system failure and fire.





**Figure 1.** *Risks Matrix of Body Repair “X”*

**Table 4.** *Risks Responds of General Manager (Mr. Michael) and Vice General Manager (Mrs. Lauren)*

Risk type	Mr. Michael	Mrs. Lauren
Financial Risk	Treat	Treat
Infrastructure Risk	Treat	Treat
	Uncontrollable Risk → Tolerate Transferable Risk → Transfer	
Reputational Risk	Treat	Treat
Market Risk	Treat	Treat

### Company’s Leaders Gender

The result of BSRI test for Mr. Michael and Mrs. Lauren shows no gender bias. Mr. Michael as the general manager of Body Repair “X” is a masculine person, while Mrs. Lauren is a feminine person. Mr. Michael as the general manager has masculinity score 6.05, femininity score 4.75 and androgyny score 5.1. Mrs. Lauren as the vice general manager has masculinity score 4.15, femininity score 5.6 and androgyny score 5.05. Since the masculinity score for Mr. Michael is more than 4.9, then he has masculine stereotype characters. The same way with Mrs. Lauren which has femininity score more than 4.9. The results of BSRI score for Mr. Michael and Mrs. Lauren in more detail were described in table 5 and 6 respectively. This is a result of the cultural effect upon Mr. Michael and Mrs. Lauren development. The culture of the environment of Mr. Michael shaped his characters to become masculine. The same thing was happen to Mrs. Lauren, which makes her feminine. Even though Mr. Michael is a masculine person, some of feminine

stereotype characters also appear at certain moments. A strong advice of being a caring person to others needs influenced his identity. Those characters are strongly constructed in Mr. Michael. Being a caring person and always aware of others needs are parts of feminine gender.

Differences in physical dimension, personality and cognitive could be affected by gender differentiation. Personality dimension and cognitive differentiation between people could distinguish the way they interpret things and the base of decision making.

**Table 5. BSRI Masculine Stereotype Character for Mr. Michael**

No.	Masculine stereotype character	Score	No.	Masculine stereotype character	Score
1	Self-reliant	6	31	Making decisions easily	6
4	Defending own beliefs	7	34	Self-sufficient	6
7	Independent	7	37	Dominant	6
10	Athletic	5	40	Masculine	6
13	Assertive	6	43	Willing to take a stand	7
16	Strong personality	5	46	Aggressive	6
19	Forceful	7	49	Acts as a leader	7
22	Analytical	7	52	Individualistic	2
25	Leadership ability	7	55	Competitive	6
28	Willing to take risks	7	58	Ambitious	5

**Table 6. BSRI Feminine Stereotype Character of Mrs. Lauren**

No.	Feminine stereotype characters	Score	No.	Feminine stereotype characters	Score
2	Yielding	7	32	Compassionate	7
5	Cheerful	7	35	Eager to soothe hurt feelings	5
8	Shy	5	38	Soft spoken	4
11	Affectionate	6	41	Warm	6
14	Flatterable	5	44	Tender	4
17	Loyal	6	47	Gullible	7
20	Feminine	6	50	Childlike	2
23	Sympathetic	6	53	Does not use harsh language	2
26	Sensitive to other's needs	7	56	Loves children	7
29	Understanding	6	59	Gentle	7



## Gender Role in Process of Analysing Risks

Risk valuation is every much affected by personality and somebody's perception upon risks and their willingness to accept risks. Figure 1 shows that Mr. Michael is willing to take the risks, therefor according to him, more risks are in green and yellow quadrant. On the contrary, Mrs. Lauren is more risks avoidance, therefor more risks are in yellow and red quadrant. Mrs. Lauren put tighter risks criteria rather than Mr. Michael. Risk number one (R1) for example, where Mr. Michael put the tolerance limit of lateness frequency is 5 times with nominal of Rp. 15.000.000,-. Mrs. Lauren put different criteria for the same risk which is 3 times with nominal of no more than Rp.5.000.000,-. From this example, the difference could be in the likelihood or frequency and the impact. As the risk taker leader, Mr. Michael put higher frequency as the limit, the same with the impact. It means that as general manager, Mr. Michael would like to bear higher risk to keep the business running. Mr. Michael believes that bearing higher risk would not jeopardize the company. This is the opposite situation compare to Mrs. Lauren. She believes that bearing higher risk would threatened the company sustainability in the long term.

When analysing risks, it is also important for the leader to always aware of every changes happened in the environment. Mrs. Lauren as the vice general manager, which has the feminine stereotype character, has the willingness to the listen to employees. This is direct quotation from the interview with the supervisor.

*"Ibu orangnya mau mendengar, misalnya ketika diskusi sama Bapak dan orang-orang ini ibu biasanya mendengar dulu. Contohnya kemarin itu ada masalah sama asuransi, orangnya minta dicover semuanya, tapi asuransinya nggak bisa soalnya, nah itu kan pas ibu di dalam, jadi ga tahu. Ibu dengarkan dulu permasalahannya gimana, terus baru ngomong, kasih pendapat."*

In other occasion, here is the direct quotation from the interview with the administration staff.

*"Biasanya kalo pas lagi ngumpul sore-sore mbahas-mbahas ada kejadian apa aja, ada masalah apa, ada info apa, ibu orangnya ya lumayan pengertian. Kita disuruh cerita ada masalah apa aja, misalnya kapan hari ada masalah mas Ron sama mas Ahmad, tentang jadwal keluarnya mobil, ibu itu nggak marah-marah, tapi didekati secara halus, terus diselesaikan bersama masalahnya."*

The direct quotation from the interviews describes the characters of vice general manager which help in shaping the conducive environment to gain trust from the employees. This environment is important to manage risks carefully in keep the prudent principle. This situation also giving clear picture that Mrs. Lauren as the vice general manager who has the feminine stereotype character tend to be suitable in doing the risks analysis. The closeness with the employees made the analysis of risky situation easier for Mrs. Lauren. It helps her in deciding what kind of actions that would be taken in managing risks.

## Gender Role in Risks Management

Table 4 shows almost no difference in responding the risks by Mr. Michael as the general manager and Mrs. Lauren as the vice general manager. Even though the respond to the risks are almost identical, but the way they managed the risks is different. Mrs. Lauren which is more caring, understanding, nurturing, sympathetic, aware of somebody else necessities, are tend to give frequent advises and attentions to details to the employees. Mrs. Lauren actions in managing risks are more preventive and detective. As the general manager, Mr. Michael is less frequent but more aggressive in giving directions and advices to the employees. This actions taken is showing characteristics of masculinity of the leader. For example, risk number six about rework. According to Mrs. Lauren, to minimize the risk of rework, a lot of monitoring upon employees works are essentials. The monitoring should be conducted since the very first step of the work. The logic is simple, if monitoring is conducted since the very beginning, then every mistake could be avoided. Monitoring the work since the first step is a part of prevention actions to minimize rework. On the contrary, Mr. Michael prefers to do the monitoring upon the last step of the work. The logic is that if the result of the work before the last step is good, then it means the previous steps are already good. If any mistake is found at the last step, then the rework could be done to the last step only. This situation describe the character of risk avoidance the vice general manager has and risk taker the general manager has. As risk avoidance person, Mrs. Lauren tends to prevent mistakes from happening. Mr. Michael as the leader and risk taker person tend to detect the mistakes and do repair actions regarding those mistakes. Mr. Michael tends to accept rework as the logic consequences of his detective pattern of risks management.

The dominant roles of Mr. Michael as the general manager who has the masculine stereotype characters are also found in some occasions. For example, when Daihatsu opened new showroom, Mr. Michael grasp the opportunity immediately. Here is the direct quotation of the interview with Mr. Michael.

*“Misalnya dulu ada showroom Daihatsu buka penawaran, siapa yang mau jadi bengkel rekanan tapi hanya untuk sementara waktu. Soalnya dia tahun ini kan sudah punya bengkel sendiri. Ya pas itu gimana, langsung rundingan ambil ga, ambil kan ini cuma untuk sementara waktu gitu lho. Akhirnya, langsung buat proposal, langsung orang e ditemui, diajak kerjasama.kalo kayak gini nggak cepet ya bisa keduluan bengkel lain.”*

From this interview, the quick respond of the general manager is obviously described. The aggressiveness is to grasp the opportunity regarding the high competition risks. Even at some points, as the general manager, Mr. Michael made quick decisions without asking considerations from his vice general manager.

## Gender Collaboration Role in Risks Management in Body Repair “X”

Collaboration between the masculine general manager and feminine vice general manager determine the type of actions taken in risks management in Body Repair “X.” Mr. Michael as masculine person also has the dominant stereotype character. For example, a case of risk number 1, which is late payment from customer. This is the direct quotation from the administration staff.

*“Misalnya ya kalau ada konsumen yang belum bayar atau bayarnya telat, lha konsumen ini kan temannya bapak, kalau masalah telat itu ya ibu seringkali sambat, ngomong biar bapak cepet nagih, tapi bapak mesti bilang kalau itu pasti dibayar, nggak mungkin ga dibayar, tapi memang agak lama. Ya akhirnya ibu ikut omongannya bapak.”*

There is also direct quotation from the supervisor regarding almost the same situation.

*“Ya misal estimasi harga mobil kecelakaan kan butuh special repair, itu kita bisa nentukan harga sendiri, nggak ada patokan di pricelist asuransi. Saya estimasi misal butuh biaya 2 juta, soalnya lebih sulit, biasanya kalau ada rusak kayak gitu estimasinya sekitar 1,5 jutaan, ibu tanya kok 2 juta kenapa, ta jelaskan kalau pekerjaan e lebih sulit, bapak juga ngomong nggak papa ditarik lebih mahal memang lebih sulit. Ya akhirnya ibu ikut pendapat saya yang 2 juta itu misalnya.”*

This dominant characters determine the actions that need to be taken in managing the risks. Based on the above two case, the dominant character of Mr. Michael as the general manager is very important in making the business survived. But at the same time, the role of Mrs. Lauren as the vice general manager is becoming the balancing part of every decisions that Mr. Michael had.

Even though Mr. Michael as the general manager is a masculine person, small parts of his character are feminine. So does the vice general manager, Mrs. Lauren, which at some points showing masculine part of her character. In risk number 8, which is spare part damage because of human error, Mr. Michael shows some empathy sometimes by deciding to pay the damage spare part and not assign it to the employee who made the mistake. The reason is more about feeling sympathy. Mrs. Lauren at this moment chooses to assign the spare part cost to the employee because it is their consequences of doing their work carelessly. In this matter, the rational part which is the masculine part of Mrs. Lauren as feminine person showed-up. This actions is more because of risk taker character embedded in Mr. Michael personality and risk avoidance character embedded in Mrs. Lauren personality. Mr. Michael is willing to pay for the spare part, meaning that he is willing to take the risk. On the contrary, Mrs. Lauren is reluctant to pay the spare part, meaning that she is avoiding the risk. In the end, the dominant characters of Mr. Michael decide that the spare part costs are paid by the company, but he gave hard warning to the employee.

In managing risks in Body Repair “X,” this kind of collaboration help the company to decide the best actions need to be taken in order to achieve the company’s objectives. The masculine part is needed by the company since in many occasions risks could not just be avoided, but must be faced and managed. But too aggressive in managing risks could also jeopardize the position of the company. Aggressive directions and advices at some points could destroy the morality of the employees. Aggressive actions for some occasions could also bring more expensive consequences, such as rework. In this case study, such a positive synergy is conducted properly in guarding the company from risks and finding the most prudent but proper way to achieve the objectives. Overall, Body repair “X” has a more risk averse pattern of risk management. Most of the actions in responding the risks are treat the risks, means that the company try to minimize the impact and the likelihood of the risks even for the risks with low value impact.

## **THEORITICAL IMPLICATIONS**

This research supports the previous research from Schubert (2006). Schubert (2006) stated that gender collaboration in analysing and managing risks at the top level management could bring optimum results. The empirical evidence from this case study showed no gender bias in the leaders of Body Repair “X.” This research also in line with Bear and Woolley (2011), which discover that team with heterogeneous gender could benefit the team. This research also support the statement that the gender collaboration is more than just collaboration between risk seeking man and risk averse woman, but more about gender role that the leaders have.

This research also discovers that higher rank in the management will dominate in the collaboration. Higher leader with more knowledge and experiences will help the leader to dominate in risks management. This means that the findings of this research are in line with research of He, et al. (2008), Humbert and Brindley (2015) and Falkner and Hiebl (2015). All of them stated that perceptions upon risks are affected by self-confidence, social-economics, and the experiences he has. Watson and Newby (2005), which stated that masculine people is more objective oriented and feminine people is more wealth oriented, is properly supported. In this case study, there is an important finding that the vice general manager was focusing more to the relationship between herself and the employees that is more personal and socioemotional rather than technical aspects. This findings is in line with Gartzia (2012). The findings that Mr. Michael as the general manager is more risk seeking rather than Mrs. Lauren as the vice general manager support Byrnes et al. (1999), Schubert (2006), Yordanova and Boshnakova (2011) and Harris et al. in Zeffane (2014). There is no gender bias found in this case study. Through this case study, the opinion that biological sex is not a proper thing to differentiate persons into masculine and feminine is also supported. It strengthens the facts that gender role is reflected in the personality inside the person and not the biological sex of the person.

## CONCLUSION

Perception upon risks is influenced by the gender and it could reflect their willingness in accepting the risks. In this case study, the masculine general manager tend to be a risk seeking person that sees the risks more as low and middle rank risks. The feminine vice general manager tend to be a risks averse person that sees risks more as middle and high rank risks. This situation has a significant impact to defining the criteria of risks by the leaders.

In this case study, even the gender of the leaders is different, but the actions taken are almost the same. It is the actions necessary in managing risks prudentially enough but still has the courage to take some important risks to keep the business moving forward and compete with other Body repair service companies. This is the result of collaboration between the leaders with different gender.

Even though the general manager and vice general manager has different gender role, at some occasions the role could be swapped. The general manager sometimes showed the feminine side and so does the vice general manager. This means that gender that shaped the character in analysing and managing the risks is not influenced by biological sex.

The important limitation of this case study is that it does not involved the daily life of the leaders that could influence their decisions in the working place. This research only study gender role in the working environment. Further research is needed to discover whether the gender role in daily life would affect the business decisions for small and medium family companies such as Body repair “X.”

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