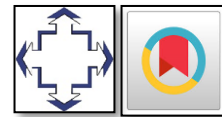


Gender Diversity on Commissioner Board and Decision Making: Evidence Using Capital Raised Through IPOs



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ABSTRACT

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This study aims to analyze the influence of the presence of women in the board of commissioners' structure on the funds allocating decisions to finance various company investment opportunities sourced from corporate actions, such as an initial public offering (IPO). Service companies, especially the financial sector became a vast field for a woman, therefore, the financial sector that has conducted IPOs on the Indonesia Stock Exchange (IDX) for the past 21 years was selected as a research sample. The analytical tool used is multiple linear regression with OLS method which examines cross-sectionally the effect of the presence of women in 53 companies. This result shows that the presence of women on the board of commissioners affects the decision-making process on the amount of funding allocation for the company's investment opportunities. Their existence minimizes the allocation of IPO funds to finance various company investment opportunities in the future. Thus, gender studies in IPO corporate actions, especially in developing countries, are still very rarely studied. Women are known to have a short-term problem-solving perspective and are less confident than men, but they are more careful when making decisions. Despite the dominating nature of prudence, women can reduce the potential for financial distress due to risky investment decisions by choosing the decision to hoard funds in the form of cash to strengthen working capital.

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1. Introduction

The number of companies that conduct IPOs continues to grow year after year. Based on the Deloitte report and Ernst & Young Global report, Indonesia occupies the highest position in the Southeast Asia region with the highest number of IPOs and the value of IPOs during the Covid-19 outbreak even in the last 5 years starting in 2017 as shown in figure 1. This shows the company's interest in processing additional funds through the IPO mechanism as well as transparency efforts and the implementation of Good Corporate Governance (GCG) companies in Indonesia are increasing in number and quality because corporate governance is essential for a company's long-term growth and profitability (Juliani Putri, 2023). The amount of funds obtained from an IPO is also recognized as one of the determinants of the IPO success. The use of IPO proceeds will signal how the company's growth potential will be in the future. The use of funds allocated for investment in the form of tangible and intangible assets will trigger the company's performance to be better, productive, and efficient. However, if the use of IPO proceed is allocated more to repay debts makes the company's operating performance worse (Amor & Kooli, 2017). For this reason, a qualified board of commissioners is needed to supervise the directors in carrying out and making various operational decisions so that they always act as shareholders.

According to the resource dependence theory, the board of commissioners is a board that advises management on different firm strategic choices (Hillman et al., 2008). Going deeper, gender diversity on the board holds unique information that has the potential to improve the quality of advice from the board to managers that can be used to help make better decisions (Reddy & Jadhav, 2019). Therefore, the characteristics of the board of commissioners regarding the existence and proportion of women in decisions on the allocation of large amounts of funds obtained from corporate IPO actions are interesting to study, considering that women have different decision-making backgrounds, traits, choices, preferences and risk aversion, especially when making strategic decisions compared to men (Byrnes et al., 1999; Dragoni et al., 2011; Shen & Joseph, 2021). This includes monitoring the board of directors allocating funds for operational activities to investments such as acquisitions, research, and development (R&D), and capital expenditures.

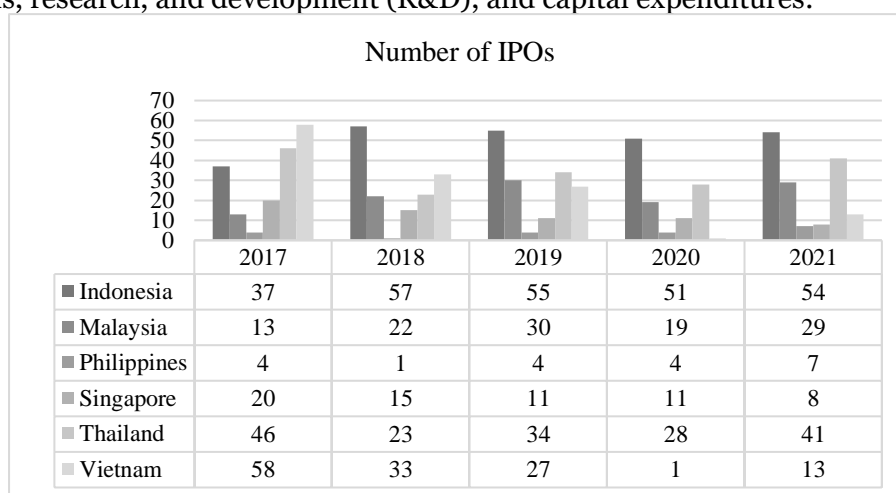


Figure 1. Number of IPOs in Southeast Asia 2017 – 2021

Source: Deloitte, 2021

Investments in intangible assets such as R&D are important contributors to knowledge-based economic growth (Aggarwal et al., 2009). The management of R&D activities can bring innovation to the company which will lead to better technological improvements as well as increased company knowledge. Schimke and Brenner (2014) found that R&D activities have a

positive effect on the growth of the company. The innovation carried out by the company will be one of the company's key strategies to gain a competitive advantage. What's more, gender diversity on boards tends to increase its engagement when determining and implementing innovative corporate strategies (Sila et al., 2016).

Brahma et al. (2021) states that the necessity for the existence of women in various organizations and companies has been implemented in various parts of the world such as Germany, Norway, Spain, France, Iceland, Italy, Belgium, Finland, and Kenya, including Indonesia through Law number 7 of 1984 prohibiting the act of isolating women so that it is hoped that this will provide diversity of viewpoints and characteristics of each gender. Thus, the participation of more women on corporate boards will provide diverse atmospheres, experiences, viewpoints, and perspectives that will improve corporate board choices (Hasina & Bernawati, 2021). The results of previous studies stated that the presence of women on the board of commissioners can improve board monitoring of managers in making decisions because naturally and instinctively women have characteristics of more risk aversion and conservatism thereby reduce excessive corporate risk taking. (Byrnes et al., 1999; Shen & Joseph, 2021; Wijaya, 2021).

Indonesia is known as a multicultural country and one that has the largest Muslim population and is dominated by Javanese groups. From a sociological and historical perspective, the development of culture in various regions of Indonesia is heavily influenced by culture originating from the Middle East (ME), which spread simultaneously with the spread of Islam through trade routes, especially the sea, which is the main link between islands. One of the most important and entrenched values is paternalistic culture (Abadi et al., 2022; Abalkhail, 2019; Hodges, 2017; Omair, 2010). The ideology argues that men are the decision makers and leaders (Abadi et al., 2022; Sidani et al., 2015). Therefore, from this cultural perspective, women have fewer equal opportunities compared to men (Suherman et al., 2021).

Previous studies on the attendance of women on firm boards and firm strategy choices produced conflicting results. Badru et al. (2019) discovered that the presence of women had a beneficial impact on the capital provided for investment in the IPO firm in Malaysia. They explain that "the participation of women on corporate boards plays an essential role in a company's strategic choice during the IPO". Miller & Triana (2009) discover a link between gender diversity and innovation. The inclusion of women on corporate boards fosters creativity. Hasina & Bernawati (2021); Hoobler et al. (2016) discovered that gender diversity improves corporate performance. Company performance, on the other hand, has fallen due to women's more conservative and less confident risk choices (Huang & Kisgen, 2013; Sila et al., 2016).

Women's representation on board levels and their impact on business decisions regarding cash allocated for investment has received little attention in the IPO literature. In addition, companies in the financial sector are service businesses whose management involves many women and demands more knowledge, emotion, and thought, not physical labor, such as the manufacturing sector. Therefore, the primary goal of this study is to explore the influence of gender on the board of commissioners in monitoring and distributing IPO profits for long-term investment in the financial industry as a sample.

2. Literature Review

Theory of Investment

The managerial theory of investment is the grand theory of the theory of investment. The managerial theory of investment is a concept in economics which explains that managers

will prioritize internal funding sources to develop the company. This view emphasizes that internal finance is the basis for investment decisions. In accordance with the pecking order theory, companies prioritize internal funding, and if it is insufficient, the second alternative is the use of external debt, and the last is the issuance of shares through the initial public offering (IPO) process (Nguyen & Nguyen, 2020). In the managerial perspectives, internal finance is preferable because it facilitates managers' discretionary behavior that may conflict with shareholder interests (Samuel, 1996). In general, there are 5 theories of investment which are middle-range theories, such as "accelerator theory, cash flow theory, neoclassical theory, modified neoclassical theory, and Q theory" (Samuel, 1996).

Accelerator theory assumes that investment is determined by achieving optimal capital stock (Eklund, 2013). Having almost the same view as accelerator theory, investment cash flow theory argues that what is important for investment is the availability of capital, not the cost of capital (Samuel, 1996). In other words, investment may be limited by the availability of internal finance. On the other hand, neoclassical investment theory argues that the cost of capital is the most important determinant in investment decisions. Neoclassical and Q investment theories explicitly assume profit/value maximization as the basis of manager decisions (Eklund, 2013). In the Bischoff model or modified neoclassical theory, investments made may be more responsive to changes in output than changes in the cost of capital (Samuel, 1996).

Gender Role Theory

Gender refers to a set of duties, activities, attitudes, and characteristics that are deemed suitable for men and women (Badriah & Istiqomah, 2022). Gender role theory is based on the idea that people who identify as men and women play various roles in social systems and are assessed based on different expectations about how they should act. As a result, this theory predicts that men and women would acquire distinct talents, attitudes, and behaviors. There are numerous differences between men and women owners in various aspects, such as way of thinking, attitudes, and actions. Several studies have concluded that women have a lower risk propensity and are less confident in decision making. Suherman et al. (2021) explained that women allocate more of their funds in the form of cash with precautionary motives and sufficient working capital rather than investing in risky assets which increases the potential for financial distress in the company. Women's mindset is superior, they consider the points of view of different stakeholders, so women are more likely to act on reliable and equitable judgments when making decisions (Bart & McQueen, 2013; Singh et al., 2008). When acting, women act more cautiously and are more risk-averse individuals than men (Badru et al., 2019; Shen & Joseph, 2021; Sila et al., 2016). However, Jia (2019) contends that women are more capable of regulating and removing excessive business risk-taking behavior, which reduces the likelihood of corporate financial crisis and enhances corporate performance.

3. Research Method

The population in this study were all companies that carried out IPOs for the 2000-2021 period. This study used a purposive sampling method with the criteria for financial companies carrying out IPOs for the 2000-2021 period including the financial sector for which complete data was available so that a total of 53 companies were obtained. This is because in the financial sector, the service sector is the largest employment field involving women, emphasizing knowledge and interpersonal skills rather than using physical muscles as in the manufacturing sector.

The dependent variable is investment opportunities, while the independent variables are women on the board of commissioners, independent commissioners, board size, IPO results, company size, market to book ratio, and z-score. Details for all of the variables are shown in table 1.

Table 1. Variable Measurement

Variables	Description	Measurement	Source
<i>Investment opportunity (IO)</i>	“Measures the proportion of capital allocated to investment growth”	R&D + capital expenditure + acquisition / IPO proceed	(Amor & Kooli, 2017; Badru et al., 2019; Kallapur & Trombley, 2001)
Dummy of women on commissioner board (WCD)	“Measures the presence of women on the board of commissioners”	Dummy variable has a value of 1 if the company has female commissioners, and 0 if not	(Badru et al., 2019; Wijaya, 2021)
Proportion of women on commissioner boards (WCP)	“Measures the proportion of women on the board of commissioners”	Number of female commissioners / total number of commissioners	(Jia, 2019; Rossi et al., 2017; Sila et al., 2016)
Independent commissioner (IC)	“Measures members of the board of commissioners who come from outside the company”	Number of independent commissioner / total number of commissioners	(Badru et al., 2019; Bertoni et al., 2014; Fidanoski et al., 2014)
Board size (BSIZE)	“Measures the number of members of the board of commissioners who serve on the company's board”	Ln (Commissioner board size)	(Jia, 2019; Mak & Roush, 2000; Rossi et al., 2017)
IPO proceed (IPO_Proceed)	“Measure the amount of capital collected at the time of the IPO”	Offering price x offered shares) – underwriter fee	(Amini, 2013; Badru et al., 2017; Zimmerman, 2008)
Company size (SIZE)	“Measure the scale of the company or the size of the company”	Total asset	(Badru et al., 2019; Moon & Tandon, 2007; Rossi et al., 2017)
Market to book ratio (MBR)	“Measures company performance through its market price”	<i>Market value of equity / book value of equity</i>	(Badru et al., 2019; Sila et al., 2016)
Dummy zscore (DZSCORE)	“Measure the condition of the company's financial health”	Dummy variable has a value of 1 (safe zone) if ZSCORE>2,6, and 0 (distress zone) if ZSCORE<1,1	(Prihadi, 2013)

The ordinary least squares (OLS) technique was used in this study to assess the impact of the independent factors on the dependent variables using multiple regression analysis because the data processed was cross-sectional. The findings of this study have fulfilled the classical assumption test through normality, multicollinearity, and heteroscedasticity tests. The following is a regression model for the investigation.

$$IO_i = \alpha + \beta_1 WCD_i + \beta_2 IC_i + \beta_4 BSIZE_i + \beta_5 IPO_Proceed_i + \beta_6 SIZE_i + \beta_7 MBR_i + \beta_8 DZSCORE_i + \varepsilon_i \dots \dots \dots (1)$$

$$IO_i = \alpha + \beta_1 WCP_i + \beta_2 IC_i + \beta_4 BSIZE_i + \beta_5 IPO_Proceed_i + \beta_6 SIZE_i + \beta_7 MBR_i + \beta_8 DZSCORE_i + \varepsilon_i \dots \dots \dots (2)$$

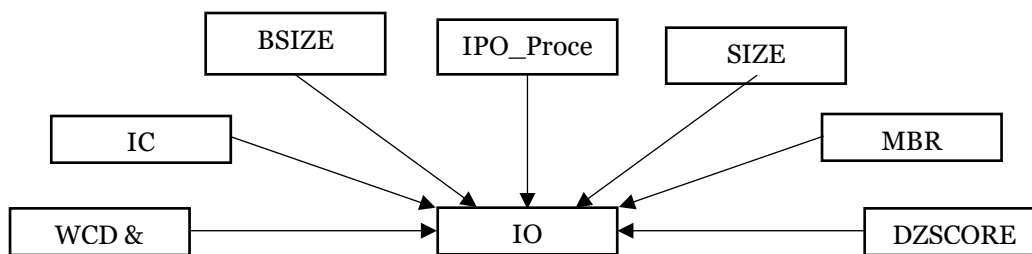


Figure 2. Research Framework

4. Results and Discussion

Table 2 shows an average of IO was 0.212, which means that the average company allocates 21% of its capital for investment. Companies that allocate 100% of their capital for investment are carried out by Bank Kesawan Tbk and Bank Rakyat Indonesia companies. The average percentage of women on the board of commissioners is 12%. Only 35% of IPO financial businesses have at least one female board member. For companies that have 2 women as commissioners, only PT Bank Multiarta Sentosa Tbk and Batavia Prosperindo International Tbk. This shows that 65% of the board of commissioners of financial companies at the time of IPO are mostly male. This means that gender diversity in financial companies is still relatively low. The mean value of independent commissioners is 0.37, implying that the proportion of independent commissioners to total commissioners is 37%. This shows that the company has complied with POJK regulation 57 article 19 that the company must have independent commissioners for at least 30% from the total board of commissioners. As for board size, an average value of 3.18 was obtained, which means that the average IPO financial firms had 2-3 peoples on board of commissioners. However, there are only 2 companies that have 6 boards of commissioners, that are Bank Arta Niaga Kencana Tbk and Tifa Finance Tbk. For the variable total assets, the lowest value for the Yulie Sekurindo Tbk company is IDR 30 billion and the highest value for the Bank Mandiri Tbk company is IDR 250,400,000,000,000. The mean value of MBR was 11.6 and most IPO financial firms experience financial distress because they have an average of only 21% of companies entering the safe zone.

Table 2. Statistic descriptive.

Variable	Obs	Mean	Std. dev.	Min	Max
IO	53	0.212	0.281	0.000	1.000
WCP	53	0.129	0.190	0.000	0.700
WCD	53	0.358	0.484	0	1
IC	53	0.376	0.258	0.000	0.750
BSIZE	53	3.189	0.921	2	6
IPO_Proceed*	53	313000	621000	15000	3340000
SIZE*	53	10600000	36700000	30300	250000000
MBR	53	11.641	42.657	0.001	300.246
DZSCORE	53	0.212	0.281	0	1

Source: data processed, 2023. (*) in million

Using hierarchical regression analysis shows that the dummy of women in commissioner board (WCD) has a coefficient of -0.122 with a significance of less than 0.1 which means that WCD has an important impact on investment opportunities. These results reject hypothesis one a (H1a) which stated that the dummy of women in commissioner boards has a considerable beneficial impact on investment opportunity. The proportion of women in commissioner boards (WCP) has a coefficient of -0.299 with a significance of less than 0.05 which means that WCP has an important impact on investment opportunities. These results reject hypothesis one b (H1b), which stated that women in commissioner boards have a positive impact on investment opportunity. Independent commissioner (IC) has a significance

of less than 0.05, which means that IC consistently has an important impact on investment opportunity. This result rejects the second hypothesis (H2), which stated that the independent commissioner has a considerable beneficial impact on investment opportunity. The board size of commissioner (BSIZE) has a significance of more than 0.1, which means that BSIZE has no important impact on investment opportunity. This result rejects the third hypothesis (H3), which stated that board size of commissioners has a considerable beneficial impact on investment opportunity. IPO proceeds (IPO_Proceed) have a significance of less than 0.1, which means that IPO proceeds have an important impact on investment opportunities. These results accept hypothesis four (H4), which stated that IPO proceeds have a considerable beneficial impact on investment opportunity.

Firm size (SIZE) consistently has an important impact on investment opportunity with a significant level of less than 0.01. These results accept the fifth hypothesis (H5), which stated that company size affects investment opportunity in a negative direction. The market to book ratio (MBR) consistently has an important impact on investment opportunities because it has a significant level of less than 0.05. This result rejects the sixth hypothesis (H6), which stated that the market to book ratio has a significant adverse impact on investment opportunity. Dummy financial distress (DZSCORE) consistently has no important impact on investment opportunities because it has a significant level of more than 0.1. These results reject hypothesis seven (H7), which stated that DZSCORE has a considerable beneficial impact on investment opportunity.

Table 3: Regression result

Variables	IO	IO
WCD	-0.121* (0.070)	
WCP		-0.299** (0.134)
IC	-0.366** (0.154)	-0.370** (0.157)
BSIZE	-0.032 (0.043)	-0.039 (0.044)
IPO_Proceed	0.000* (0.000)	0.000* (0.000)
SIZE	-0.000*** (0.000)	-0.000*** (0.000)
MBR	0.002** (0.001)	0.002** (0.001)
DZSCORE	-0.045 (0.080)	-0.044 (0.081)
Constant	0.466** (0.186)	0.482** (0.188)
Observations	53	53
R-squared	0.273	0.273

Source: data processed, 2023

Women on Board of Commissioners on Allocation of Investment Funds

There is a significant negative effect between the women's presence and the proportion of women on the board of commissioners on the allocation of investment funds. This shows that the women's presence and the greater the proportion on the board of commissioners, the less funds are allocated for investment. Women allocate more funds in cash for precautionary motives and to anticipate unexpected events. Suherman *et al.* (2021) proves that women allocate more of their funds in cash with precautionary motives and adequacy of working capital rather than risky investments and high uncertainty of results which increases the potential for financial distress in companies. In addition, women are less confident in

presenting themselves as individual leaders than men due to the anticipation of reactions from others, so they often place themselves as subordinates (Akinola et al., 2018; McClean et al., 2018; Shen & Joseph, 2021). When acting, women are more careful and more risk-averse individuals than men (Badru et al., 2019; Shen & Joseph, 2021; Sila et al., 2016).

According to Wijaya (2021) the women's presence on board of commissioners increases the board's ability to monitor managers when making decisions and has the characteristics of risk aversion and conservatism. Result from Jia (2019) contends that women are more capable of regulating and removing excessive business risk-taking behavior, which reduces the likelihood of corporate financial crisis and enhances corporate performance. As a result, the increase of female members on board of commissioners, increasingly stringent management supervision in determining investment allocations originating from IPO funds has caused women to focus more on cash allocation. It is aligned with Zeng and Wang (2015); La Rocca *et al.* (2019) who claims that women leaders store more wealth than males for preventative purposes and to prepare for unforeseen situations such as natural disasters.

Then in Indonesia also still adheres to a patriarchal culture which stereotypes men more than women who are seen as decision makers and are seen as leaders. Such a culture tends to limit women's choices as leaders and causes passivity and limits women in carrying out positive leadership roles in the workplace and society. The findings of this study are consistent with Levi, Li and Zhang (2014); Sila, Gonzalez and Hagendorff (2016) who discovered that boards with a larger percentage of women took less risk than boards dominated by men. The results from Huang and Kisgen (2013); Shen and Joseph (2021) found that men are overconfident or overestimated in corporate decision making compared to female executives. Male executives acquire more acquisitions and incur more debt than female executives. So are Miller and Triana (2009); Rossi, Hu and Foley (2017); Badru, Ahmad-Zaluki and Wan-Hussin (2019) who found that having women on business boards boosts R&D expenditure and innovation.

Commissioners on Allocation of Investment Funds

Independent commissioner has a significant negative effect on the allocation of investment funds. This shows that the larger proportion of independent commissioners will relatively reduce the funds allocated for investment instead of increasing cash holdings to strengthen working capital while reducing agency problems, adverse selection. The existence of information asymmetry, excessive investment efforts in business projects only satisfy the appetite of managers will sacrifice the interests of company owners (Jensen & Meckling, 1976). Therefore, monitoring is carried out by independent commissioners to ensure managers do not act opportunistically. It is aligned with Kim, Mauldin and Patro (2014) that independent commissioners work as supervisors to monitor the behavior of managers and consultants to increase the efficiency of the company's investment. Chen and Chuang (2009); Tran (2019) documented that independent commissioners prefer to strengthen working capital in the form of cash compared to investments that have the potential for adverse selection. But, Mak and Roush (2000) found that independent commissioners have a beneficial influence on investment.

Board Size on Allocation of Investment Funds

Board size has no important impact on the allocation of investment funds. The decision on the amount of investment allocation is determined by the quality of the board's monitoring in the form of the presence of women and independent commissioners as the results of this study. In addition, the allocation of investment funds is a decision on the company's daily

operations which is carried out by the board of directors under the supervision of the board of commissioners (Badru et al., 2019; Ferrer, 2012). Therefore, a company's board of commissioners serves only as a controller and is not actively involved in the company's activities (Mumpuni & Indrastuti, 2021). For this reason, the number of commissioners is not the most important determinant of the efficiency of firm management supervision. This is also in line with Di Pietra *et al.* (2008); Garba and Abubakar (2014); Assenga, Aly and Hussainey (2018) who discovered no link between board size and business financial performance.

IPO Proceeds on Allocation of Investment Funds

The allocation of investment funds is influenced by IPO funds. This result indicates that the greater the proportion of funds obtained on IPO process, the greater the proportion of funds allocated for investment by the firm. According to Jain & Kini (2000), businesses that have raised big sums of money are more inclined to deploy cash for investment. The decision to go public was a strategic move to raise equity capital for expansion (Maksimovic & Pichler, 2001), where companies that allocate more new funds for R&D, and funds expenditure have better performance (Jin et al., 2017). Therefore, the company will allocate more funds for investment. Jin et al. (2017); Khurana et al. (2006) stated that greater funds increase a organization's ability to fund investment growth. Thus, the IPO proceeds affect the amount of funds allocated for investment. As the study by Badru, Ahmad-Zaluki and Wan-Hussin (2019) found that investment opportunities are affected by IPO outcomes with a positive relationship between the two.

Company Size on Allocation of Investment Funds

The scale of a company has a considerable negative impact on the allocation of investment funds. The larger the size of the company, the less funds allocated for investment. Large companies hold more cash for capital reserves in maintaining the level and quality of operations. This is because large companies have more needs than small companies. In addition, with sufficient liquidity, the company can anticipate if something undesirable happens. Thus, the company requires more cash. Where the sample in this study is a company in the financial sector. So that companies engaged in the financial sector will need more cash availability to run their business. Because the company's main business in the financial sector is in the form of providing funds for customer needs. So that the role of working capital management in the form of current assets, especially cash availability, is a top priority. The results of this study are in line with Ozkan and Ozkan (2004) who found that firm size is positively related to cash ownership. Moon and Tandon (2007) also found that firm size is negatively related to growth opportunities.

Market To Book Ratio on Allocation of Investment Funds

Market to book ratio (MBR) is a determining factor in the allocation of funds for investment. This means that the higher the market to book ratio, the greater the proportion of funds allocated for investment. Company performance became essential because it is a tool for determining a company's long-term existence, analyzing its health, and forming the foundation for investment decisions (Kusuma, 2021). Companies that have a higher market to book ratio are companies that have high growth opportunities (Badru et al., 2019). Thus, the higher the MBR, the company tends to allocate more funds for investment opportunities. A high MBR will make investors' assessment of the company's book value better. This is because the market value per share reflects the company's performance in society, while the company's book value represents the value of owner's equity reported on the firm's balance sheet which offers information about the net value of corporate resources. If the condition of this ratio is

getting bigger it indicates higher market confidence in the company's prospects in the future. This means that the higher the MBR value, the company tends to allocate more funds for investment opportunities. This result is in line with Chung and Charoenwong (1991) who found that companies with high MBR tend to invest more in growth opportunities.

Z-Score on Allocation of Investment Funds

Z-score is not the main determinant of how investment funds are allocated. This indicates that the condition of the financial health of financial companies is not a major consideration in determining the allocation of investment funds. This results reject the results from Badru, Ahmad-Zaluki and Wan-Hussin (2019) who found that the z-score has a significant positive effect on the allocation of investment funds. Companies in the financial sector are a sector that is very strict and has detailed monitoring and regulations to avoid financial distress because the impact of a bank being in a state of financial distress to bankruptcy will have a systemic impact on the country's economy. Thus, the condition of companies in the financial sector during an IPO is not a company that is in a loss or financial distress, but a company that is stable and requires business expansion. Considering that this sector runs its main business in the form of providing funds for customers, the main source of profit is obtained from the spread of service costs that must be borne by customers with capital costs borne by the company. Thus, the role of working capital management in the form of current assets, especially cash availability, is a top priority in business in the financial sector so that most companies in the financial sector ignore the company's financial distress to decide to invest in R&D and fixed assets. As pointed out by Bertoni, Meoli and Vismara (2014) that companies that require significant investment, such as R&D and capital expenditures, are typically connected with technological firms.

5. Conclusion

The presence and proportion of women on the board of commissioners has a negative effect on the allocation of funds for investment opportunities. This is in accordance with the female character who has a lack of confidence in being a leader and tends to be more careful in every action than men. These characters help control the overconfidence and overestimation found in men when making decisions. Thus, women on the board of commissioners can reduce the potential for financial distress over risky investment decisions by preferring to increase the allocation of funds in cash to strengthen working capital. This is in accordance with the sample of this study which uses companies in the financial sector whose business model is as a fund provision service whose main priority is the availability of cash. Meanwhile, other variables have the same results, affecting investment opportunities. The outcomes of this study are likely to be valuable for the company to place women among men on the board of commissioners so that they are involved in making more careful corporate strategic decisions.

The limitations in this study are that it only uses companies in the financial sector and the influence of gender on the board of commissioners. To obtain more comprehensive results, future researchers should use all sectors as well as compare the presence of women between sectors and sub-sectors when making strategic decisions from IPO proceeds. In addition, the use of other variables such as length of work, level of education, citizenship status and political connections will provide deeper insight into the results of the research.

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