

Analysis of Women Leadership Behavior in the Personnel and Human Resources Development Agency (BKPSDM) of Southeast Minahasa Regency

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ABSTRACT

This study aims to determine the women leadership behavior in the Personnel and Human Resources Development Agency (BKPSDM) of South East Minahasa Regency. This study made use a qualitative approach with descriptive methods and identified two key informants, the secretary and implementing staff of the BKPSDM. Data were collected by interviews and questionnaires. After rigorous examination, it was discovered that the most prominent leadership behavior is feminine leadership in which the leader is oriented more toward relations with subordinates through attitudes by frequently coordinating with various parties in making decisions, satisfying aspirations, being open to subordinates and guiding them when making mistakes at work. The leadership style combines several styles tailored to the situation at hand.

Keywords: Masculine, Feminine, Southeast Minahasa, Women's Leadership

INTRODUCTION

Human resource is not merely a resource. It is the main benchmark in achieving success. Quality human resource will be able to complete any jobs to the fullest. An organization must prepare itself to face the challenges, and humans are those who play a major role in an organization or a company. This is necessary to make a positive change. Thus, we need reliable human resources. Obviously, an organization needs human element as the driving force of its goals. Keeping abreast of the organization depends on the existing human resources, since they hold the significant role in determining the success of the organization's goals.

Leaders influence morale and passion for work, security, quality of work life and the level of achievement of an organization as well. In addition, they occupy a decisive role in helping groups, individuals to achieve goals. Leaders are those who possess skills/strengths to influence others to jointly carry out certain activities in order to achieve one or several goals. One important factor that influences the success of the leadership process is the behavior of the leaders pertaining to their leadership style.

The role of leadership in an organization is such an important factor that it becomes the focus drawing researchers' attention in organizational behavior. Their quality is often considered to be the most essential factor ascertaining the success or failure of an organization. Leadership is a key element for the effectiveness of an organization because the cooperation among members of the organization and its leaders reflects the organization quality.

One of the organizations stating the need for women's involvement in the public is the Inter-Parliamentary Union (IPU). It concludes that women's involvement creates shifts in political priorities and outcomes, changes in political processes, shifts in political behavior and practices, and expands as well as enriches political processes. Women's participation in the public affects political development, increases public confidence and transparency in politics, and improves governance to better democracy.

The regencial offices and agencies are the implementing elements of the regencial government which is led by a chief who is under and responsible to the Regent through the regional secretary.

Southeast Minahasa Regency has 28 Regional Official Organizations (OPD) and merely seven of them are led by women, one of which is the Personnel and Human Resources Development Agency (BKPSDM). In women's leadership, women are often reckoned to prioritize psychological feelings rather than rationality in settling things. They are labeled unable to lead and determine policies in the politics/government. This study aims to determine the leadership function and leadership style.

Focus and Formulation of Problems

The focus of the problem in this study is the leadership behavior of woman in the Personnel and Human Resources Development Agency (BKPSDM) of South East Minahasa Regency. It can be formulated as follows:

1. What is the function of women's leadership in BKPSDM of Southeast Minahasa Regency?
2. What leadership style is applied at the BKPSDM of Southeast Minahasa Regency?

Research Objectives

1. The function of women's leadership in BKPSDM Southeast Minahasa Regency
2. The women leadership style of BKPSDM in Southeast Minahasa Regency

Leadership Concept

According to Nurkolis (2003: 74), "Leadership is the process of influencing or furnishing examples by leaders to subordinates in an effort to achieve organizational goals". According to Kaloh (2009: 5), "Leadership is one of the most fundamental elements of an organization which urgency is unquestionable. All aspects and dynamics in an organization make it important for leaders to be able to bring the organization to achieve certain goals. The goals bring the organization to achieve them. This is what makes an organization need leaders with the ability to effectively do their job." Kencana (2006: 2) stated that "Leadership is a process of mutual encouragement through the successful interaction of individual differences, controlling human power in pursuit of shared goals". In addition, Heidjrahman & Suadi (1993: 57) suggested that "Leadership can be interpreted as the ability and personality in influencing and persuading others to take an action to achieve a common goal, so that the person concerned becomes the beginning of the structure and center of the group process."

Those opinions lead to a conclusion that leadership is a consistent process carried out by leaders to influence their followers. The process is established by mobilizing

all aspects of resources that involve and influence their followers' incitement to achieve the goals of an organization.

Furthermore, leadership can be defined as:

- 1) The focus of group processes
Leaders are the central figure unifying groups. Their personality traits are social groups reflecting their unity in interconnected activities.
- 2) A personality and its effects
The leader is an individual with desirable personality and character. Leadership aims to influence others to do certain tasks.
- 3) An art bearing upon others
Leadership is the ability to generate obedience, respect, loyalty and cooperation as well as to handle other people to get the most results with the least possible friction and great cooperation.
- 4) The use of influence
Leadership is an individual effort to change the behavior of others. Thus, leadership involves interplay of two or more people.
- 5) A power relationship
Leadership is the relationship between leaders and followers in which the leaders bring more influences as a power relationship. This concerns the right of group members to determine behavior patterns consistent with group activities.
- 6) Leadership as a difference in role
Group leadership is a position that arises from the interaction process.

Robbins (1996: 39) explained that every leader has at least three characteristics, such as social perception, ability to think abstractly and emotional balance.

Women's Leadership

According to Robbins (1996: 51), "Leadership is a lot distinguished between leadership as position and leadership as a social process. As a position, leadership is a complex of rights and duties a person or an organization can possess. As a social process, leadership comprises all actions a person or an organization establish to motivate citizens."

Recently, several women have come out as leaders in a wide variety of fronts making them have additional duties, in addition to being a housewife, as a leader in a company or organization. Indonesia's Reform has bespoken women who were locked up in everything. The women rise in the globalization era have led an interesting life for development. Currently, women cling to multi-role, no longer fixated on the role as a wife or mother solely, however they have moved aside to the use of their quality as a human being.

Human resources are an important contribution to the growth and development in the scope of government. Human resources are an inseparable part of its success. The success of governance is also determined by the members' behavior. These will provide strength for the organizational performance since individual work performance affects organizational performance.

Leaders should wisely station themselves not only between subordinates and superiors but also wisely place themselves in carrying out the tasks. Every

decision they made will certainly affect the policies followed by their subordinates. The election of leaders in government, particularly for women leaders, has several considerations, including their personality considered gentler in resolving potential social conflicts. In addition, their work disciplines are acceptable. Women's participation in the public is an effort to increase their ability and independence as human beings and as human resources in development as well.

Good leaders must have the ability to manage the government system to make it run well in accordance with the existing duties and functions. Women's participation provides the ability, independence, mental and spiritual endurance towards the realization of equal and balance alignment between men based on mutual respect, mutual need and complementarity. This will lead to women equality of status, position, obligation and responsibility in serving their respective roles.

The role of the leaders is no less important in government. Wise and good government leaders must be able to provide job satisfaction to their subordinates and continually try to pay attention to their good work. Apparently, leaders must have the ability to manage, direct, govern and motivate their subordinates to obtain the goals desired. In managing their subordinates in the government offices, they must create a good working communication between superiors and subordinates to maintain a harmonious working relationship.

Miller et al. in Wolfman (1989) stated that the primacy of women is the ability to maintain relationships. Women are interested in helping others develop, express themselves and derive satisfaction. The nature of nurturing comes from their biological role. They have the natural ability to create, nurture and encourage growth. These all are done for and with others. According to Sandon (2006) in Shahtalebi et al. (2011), women's ability to lead is shaped and influenced by individual characters, from within and outside the environment. By way of illustration, in choosing certain choices in acting differently from others, facing various difficulties and problems, and maintaining their attitude, they often decide on something for a long period of time.

Helgesen & Johnson (2010) in Dahlvig & Longman (2014) identified three important perspectives bringing women to leadership, including more extensively paying attention, day-by-day satisfaction, and the social structure of the organization. A healthier and more productive organization arises when the views of men and women are equally accepted and favored. Furthermore, Caliper (2005) in Hasan & Othman (2013) put forward four specific statements about the quality of women's leadership including, women leaders are more persuasive, when they feel resistance; women leaders learn from the difficulties they experience; and women leaders show an involvement. Overall, building a leadership style work team including problem solving and decision making, they are more likely to ignore rules and take risks.

Masculine leadership is a Power Over nuanced leadership which means the leadership emphasizes the power to lead subordinates. According to Humm (1989), feminism leadership is a form of active leadership. This kind of leadership is one of processes in which the leader is the manager of another person, the person in charge of the activity (steward) or the carrier of experience.

Leadership Style

Leadership style is a way used by a leader in influencing the behavior of others. Leaders cannot use the same leadership style in leading their subordinates. They must be adapted to the ability level characters in the tasks of each subordinate. Effective leaders in applying certain leadership styles must first understand their subordinates, their strengths and weaknesses and how to utilize their strength to compensate for their weaknesses. According to (Siagian, 2000: 74) stated "Style is the way used by leaders in influencing followers."

There are two types of leadership according to Sedarmayanti (2013: 184), including transactional leadership and transformational leadership.

Transactional leadership is a model in which leaders tend to give direction to their subordinates, as well as reward and punish performance and emphasize behavior to guide their followers towards their stated goals by clarifying the roles and task demands. Transformational leadership is a model in which leaders tend to motivate his subordinates to work better by focusing on behaviors, assisting the transformation between individuals and organizations.

Leadership Type

Authoritarian leadership is controlled by leaders who set the policy on his own and assign the work of staff without consulting them. The leaders also direct it in detail and comprehensible. The permissive leadership (*Leizzes-faire*) means that the leaders do not show leadership, however it is the subordinates who act according to their own. The leaders give no controls and corrections to the work of their subordinates.

Participatory leadership has perfect confidence in subordinates. The leaders always rely on the subordinates to get ideas and other opinions and have the intention to use the subordinate opinions in a constructive manner, and give economic rewards based on the group participation and their involvement in all matters. Situational leadership depends on the situation and circumstances.

RESEARCH METHOD

This study used qualitative descriptive methods. It describes phenomenons, and events that occur at current time. This study focused more on the actual problems as they were at the time the research took place. It concentrated on the style and function of leadership. The research subjects were 2 employees, including the secretary as the key informant and one employee as the supplementary informant. Data were collected by questionnaires and interviews.

Data were analysed using qualitative descriptive analysis. Miles and Huberman (in Morissan (2012: 27) suggested three steps in data analysis, including data reduction, data display and data verification.

1. Data Reduction is summarizing, choosing the main points, focusing on the important things and looking for themes and patterns. Thus, the reduced data provide a clearer picture and make it easier for researchers to do further data collection.
2. Data Presentation is presenting data. The data is organized, arranged in a relationship pattern to make them more easily understood. It makes easier to

follow what is happening, and plan further work based on what has been understood. The researchers are able to describe the data about the female leadership behaviors.

3. The next step is drawing conclusions and verification. The initial conclusions are still temporary, and modified when strong evidences are absent to support the next stage of data collection. In this study, the initial conclusions will be supported by the data. The results provide explanation and conclusions on the research problems.

The study was conducted at the Personnel and Human Resources Development Agency (BKPSDM) of Southeast Minahasa Regency for three months.

RESULTS AND DISCUSSION

The findings summarize that leadership in the institution is outstanding. The leader always prioritizes direct communication to subordinates when they make a mistake to minimize their further mistakes. She provides facilities needed by the employees as the supporting work processes. In carrying out the duties, she is firm and not arbitrary. In each section that has its own tasks to complete, it needs control or direction from the leader. She treats the subordinates well by giving their full rights.

She is a hard worker, always prioritizes negotiation, sets best examples, and motivates her subordinates. Even though she is a married woman, she is able to stay focused on her duties in the office without involving problems at home or outside the office. In terms of cooperation between leaders and their subordinates, she always prioritizes relationships with subordinates as good partners. She always exchanges ideas with her subordinates when a problem needs a solution. She always engages them by listening and accepting any constructive suggestions or criticisms to avoid misunderstandings.

The findings lead to a conclusion that the most prominent type of leadership applied by the Head of the Personnel and Human Resources Development Agency (BKPSDM) of Southeast Minahasa Regency is the feminine leadership style, in which she seeks to establish good relations and communication with subordinates in doing her jobs. For example, she gives attention to their subordinates, coordinates with various parties in making decisions, creates kinship, sympathy, wills to satisfy aspirations, is open to suggestions and guides their subordinates when they make a mistake at work. Earlier studies stated that female leaders are better at communicating with their employees (Ghani et al, 2018). In addition, they are better in applying transformational leadership styles to increase employee's involvement. Oyeniran and Anchomese (2018) found that women both directly and indirectly influence teachers' commitment as well as the learning process of students, especially those with learning difficulties. Based on these findings they assumed that women's leadership can be a significant contribution to student learning, which in turn positively influences school improvement.

CONCLUSIONS

Women have the nature of giving birth, being both mothers and wives, and at the same time play double role as housewives and career women. The researchers

identified a motherly, willing to listen, protecting, guiding and empathizing figure in the BKPSDM leadership.

The most prominent type of leadership shown by the head of BKPSDM is feminism, in which she seeks to establish good relations and communication with her subordinates, for example, by paying attention to her subordinates, coordinating with various parties in making decisions, creating familylike congregations, sympathetic, democratic, open to suggestions and guiding their subordinates when they make a mistake at work.

Suggestions

1. For leaders, women are required to equip themselves with higher education and good organizational experience.
2. Further researchers are supposed to a broader scope with a need for women's leadership in several Regional Government Organizations.

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