Women Leadership In Merauke Regency

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Abstract

This study aims to provide an overview of the types of leadership of women to lead successfully in Merauke Regency, especially the village head, namely Marga Mulya Village, Semangga District, and the factors that most influence the leadership of women village leaders. This research is a qualitative descriptive study, collecting data from the results of 10 informant interviews and field observations. The results of this study (1) found that the type of female leadership possessed was inclined to use the type of leadership by looking at the characteristics of what work would be done. Then there is a combination of 2 (two) styles of women's leadership, namely feminine-masculine and transformational-transactional, (2) The factor that most influences the leadership of village head women, is the good personality factor of the Village Head, in carrying out his leadership duties. And then followed by factors of leadership characteristics and expectations of leaders and colleagues and the community they lead.

Keywords: leadership; village; women

INTRODUCTION

The village is not only treated as an administrative area of the state government, but also a unity of the legal community with its traditional rights. Within the village head there is actually a dual status, as a government official as well as the main leader in traditional communities with their traditional rights. Peraturan Pemerintah No. 72 tahun 2005 which reads among other things, besides having the authority to lead the administration of village government, the village head is also obliged to reconcile disputes, as well as to protect and preserve socio-cultural values and customs.

In Undang-Undang No. 12 tahun 2008 mentions that the village head has the authority to reconcile cases or disputes from his citizens as a right of origin. This double status attachment would require each village head to require them to carry out a

mediating role in relations between the state and village communities. This is a role that is actually not easy and not always easy to carry out, where the village head is said to be the first person to carry out heavy duties and obligations, because he is the main organizer and responsible person in the fields of government, development, society, and general government affairs, including peace and order. As citizens and as human development resources, women or women have the same status, rights and obligations, and opportunities as men to play a role in development activities in all fields and levels. The role of women as male equal partners is realized through increasing the independence of their active role in development. Thus, the potential role and empowerment of women in community development both in urban and rural areas needs to be increased, especially in dealing with various socio-economic problems, especially those directed at equitable distribution of development outcomes, development of quality human resources and maintenance and environmental sustainability overall.

The development of the role of women or women in government activities and development has been carried out, even included in the administration of government at the village or village level. From the President to the village head or village head in Indonesia, many women have occupied it. In carrying out their duties and obligations as village or kelurahan government leaders, of course there are many obstacles and challenges that must be passed by them, however, not a few village heads or female village heads have achieved more successful or brilliant achievements in carrying out their work. This is for example due to the ability to support in terms of education, organizational experience and motivation of the women themselves.

This research was carried out in Marga Mulya Village, Semangga District, where the village head was a woman. Marga Mulya Village is one of the villages in Semangga District, a district in a very important agricultural area and has a strategic position in the production and distribution of agricultural and livestock products in Merauke Regency. Besides that when compared to other villages in Semangga District, Marga Mulya Village is relatively more advanced with a more advanced and

prosperous level of community life. Besides farming, the people in Marga Mulya village also have creative economic businesses that provide a variety of food and food needs. snacks for the community such as corn, chips, coconut ice etc.

The main reasons on which this research is based are: First, Kampung Marga Mulya is led by the head of the women's village and has been elected for two terms. Second, the residents of Kampung Marga Mulya come from various tribes, such as Java, Makassar, Kei and Papua, where all the tribes adhere to patrilinear understanding, where women where the position of village head is not a "job" of women. Third, the homogeneity of the community is relatively the same, this village is a transmigration area, easily accessible from the administrative center both district and district as well as the relatively similar livelihood of the population namely agriculture and animal husbandry. Fourth, when compared to other nearby villages, Marga Mulya Village is a very developed village, whereas in general the demographic conditions of Marga Mulya village are no different from other villages.

Leadership will not be separated from Administration, both in private organizations and public organizations. Formally leadership includes the activities of a leader who must be carried out by someone who occupies a certain position or position in his environment where there are a number of people who have to work to achieve a goal (Syahruddin, 2018). Leadership is the ability to move and direct the people to the desired destination by the leader.

The ability to lead is not just a talent from birth, but actually is a collection of various skills, which can almost entirely be learned and improved. However, a process that does not happen overnight is needed, because there are so many aspects of leadership: honor, experience, strength, emotional, skill in building relationships with others, discipline, vision, and so on. Maxwell (2001) said that successful leaders are people who learn, where the learning process is sustainable, as a result of personal discipline and perseverance. So leadership goes from day to day where the goals every day must be a little better or build on the progress of the previous day (Moento *et al*, 2019). So everyone who wants to be a leader must go through a process because

leadership cannot happen in an instant. Leadership does not develop in one day but in a lifetime.

Speaking of leadership, the thing to consider is the success of a leader to achieve goals. As stated by Robbins (1996: 50) that successful leadership is achieved by choosing the right style, depending on the readiness and maturity of his followers. In situational leadership, situational variables are emphasized on the behavior of a leader in relation to followers, which is based on the approach of direction (task behavior), socio emotional support (relationship behavior), and level of follower maturity. Hudges (1992) said that public organizations are made by the public, for the public, and therefore must be responsible to the public. Based on this opinion, leaders of public organizations are required to be accountable for the performance achieved by their organizations.Without good leadership, it will be difficult for public organizations to achieve their goals. Demands for the quality and performance of leadership in the administration of government continues to increase. Leadership becomes the basis in human resource management which is expected not only in operational aspects, namely in the formation of quality of work life but also in the strategic aspects that underlie the formation of working life conditions.

The success of an organization is very dependent on the performance of its human resources in terms of employees in various strata of an organization's pyramid, at the bottom of which these employees work need leaders, who lead them in working. Therefore, leadership as a determinant of the running of the entire sub-system that is integrated and interrelated into a system that is able to move the wheels of the organization effectively and efficiently. All this shows that leadership has a great role to maximize the organization's work. According to Dwight Waldo (2006) in "The Study Of Public Administration" public administration is the management and organization of humans and their equipment in order to achieve government objectives. There are several elements in public administration, namely: Public Organization, Public Management, Leadership / Public Communication, Human Resources (HR). It is said that effective public administration is focused on leadership. The current trend

is that government organizations are increasingly focused on the role of leaders, which ultimately raises the need to explore public administration to be high, especially in developing countries like Indonesia.

Bureaucratic leadership is the ability to influence and motivate subordinates, which has an impact on improving the performance of employees they lead in achieving organizational goals (Sutarto, 2004: 87). Leadership in public organizations serves the public interest and works in the public interest (Hobbes, 1651) [8], and considers other values such as justice and responsibility to the public (Chandler and Plano, 1988: 4). Leadership in public organizations is the process of influencing the activities of a person or group of people to achieve the goals of a public organization in certain situations. Leadership also means focusing only on how to complete work, so that work can be done effectively. As stated by Rustandi (1992: 40) that an effective leader is able to direct his subordinates to achieve two goals, namely organizational goals and individual goals themselves . Effective leadership is leadership that is able to achieve the goals of public organizations effectively.

In carrying out its activities that the leader is influenced by various factors. These factors as stated by Joseph Reitz (1977) as follows: (1) Personality, past experience and expectations of leaders, this includes the values, background and experience will influence the choice of leadership style ; (2) Expectations and behavior of superiors; (3) The characteristics, expectations and behavior of subordinates influence on what leadership style; (4) The task requirements, each subordinate's task will also affect the leader style. (5) Climate and organizational policies influence the expectations and behavior of subordinates. (6) Peer expectations and behavior. Based on these factors, it is clear that the success of a leader in his activities is influenced by factors that can support the success of a leadership, therefore a goal will be achieved if there is harmony in relationships or good interactions between superiors and subordinates, in addition to being influenced by the background of the leader, such as self-motivation for achievement, maturity and flexibility in social relations with attitudes of human relations.

Women's leadership is not uncommon regardless of the term gender. Gender according to Doyle (1985) is a concept used to describe differences between men and women in social and cultural terms. This difference refers to the emotional and emotional elements as social characteristics in which the relationship between men and women is constructed so that it differs between places and times, for example women are known as gentle, beautiful, emotional and motherly creatures, while men are considered strong, rational, manly and mighty. These characteristics are interchangeable because there are women and men who are the opposite, or a combination of the two. Marking the emotional level that is attached to women results in women being considered inappropriate to appear as leaders, resulting in discrimination in society against women even though according to the law, women have obtained the same rights as men in all respects (Oja *et al*., 2018). In various studies that have been carried out, it results in the absence of gender differences in organizations.

Gender when linked with leadership, generally will lead to certain leadership styles that look typical of women. According to Eagly and Johnson (in Steeers, Porter and Bigley, 1996) who conducted a meta-analysis of gender and leadership styles, stated that women's leadership styles are more democratic than men in the same organizational environment. This fundamental difference of sex is based on differences in men and women in terms of personality and work skills. Typical types of women's leadership styles in general there are 2 (two) leadership styles, namely masculine leadership - minimum leadership, and transactional-transformational leadership. 1. Feminine-masculine leadership style According to Loden in Parker (1996), masculine leadership style has competitive characteristics, hierarchical authority, high control for leaders, not emotional and analysis in overcoming problems, while feminine leadership has cooperative characteristics, collaboration with leaders and subordinates , low control for leaders and overcome problems based on intuition and empathy. Based on sex, Loden (1996) states that men tend to have a masculine leadership model while women tend to be feminine leadership.

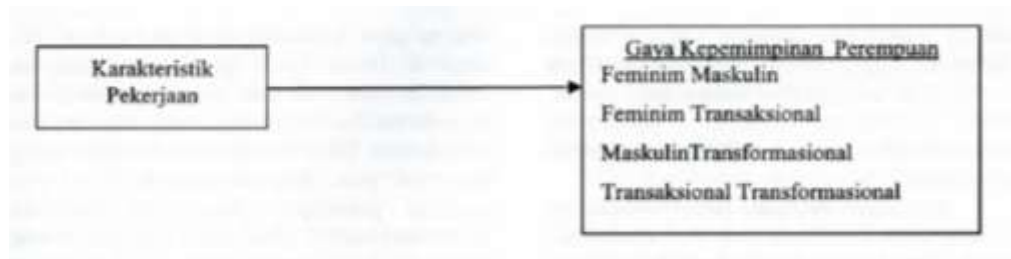| Ciri-ciri Feminim dan Maskulin	
Feminim	**Maskulin**
Tidak Agresif	Sangat Agresif
Tergantung	Tidak Tergantung
Emosional	Tidak Emosional
Sangat Subjektif	Sangat Objektif
Mudah Terpengaruh	Tidak Mudah Terpengaruh
Pasif	Aktif
Tidak Kompetitif	Sangat Kompetitif
Sulit Mengambil Keputusan	Mudah Mengambil Keputusan
Tidak Mandiri	Mandiri
Mudah Tersinggung	Tidak Mudah Tersinggung
Tidak Suka Spekulasi	Sangat Suka Spekulasi
Kurang Percaya pada Diri Sendiri	Sangat Percaya pada Diri Sendiri
Membutuhkan Rasa Aman	Tidak Sangat Membutuhkan Rasa Aman
Sangat Memperhatikan Penampilan dirinya	Tidak Memperhatikan Penampilan dirinya

According to Visser (2002) said according to the feminine leadership style that is typical based on gender, that the feminine style is attached to the family orientation while the masculine style is more career oriented. Besides that, there is also found a combination of masculine-feminine style known as androgynous style that is commonly used by boys or girls and not classified (Bem 1981), where many girls find and like to do things that are usually done by boys. man

Transformational-transactional leadership style According to Bass (1981) that transactional leadership is a social approach to leadership that involves a reciprocal process between leaders and subordinates. Whereas transformational leadership explains the process of relations between leaders and subordinates based on values, beliefs and assumptions regarding the organization's vision and mission. Research conducted by Parker (1996) shows that women tend to have a transformational leadership style compared to men.

Differences based on sex are based on differences between men and women in terms of personality and work skills. Research conducted by John Holland (in Anastasi and Urbina 1997) found that more women worked in characteristics in the field of services or jobs that required little skills (in administration, nurses, servants,

psychologists, social workers), while men- men classify jobs more as engineers or architects. In general this shows that there is not much gender difference in terms of organization. However, if it is related to leadership style, then it is seen that there is a certain style that is typical of women (but not gender differences) which is more on the characteristics of factors / job guidance (Eagly and Jhonson in Steers, Portes and Bigley 1996). Here it shows that there are influences on the characteristics of work with female leadership styles.

According to Sultan & Fitriani (2019) job characteristics if related to women's leadership style, then 2 (two) women's leadership styles namely feminine-masculine and transformational-transactional, there will be a combination or combination between the two styles, because in reality female leaders do not only use one of these styles, because they will integrate them based on the characteristics or demands of the work available, such as the female leadership style model illustrated below:

This research was conducted in merauke regency precisely in merauke district. To get a detailed description and explanation of the women leadership in merauke regency merauke, merauke regency, the author uses a qualitative research method with a qualitative descriptive approach. Qualitative research is research that is intended to understand the phenomena about what is experienced by research subjects. The data needed in the study are primary data and secondary data. In this study the authors collected data by interviewing the object under study. In analyzing research data, it refers to several stages consisting of: data reduction, data display, at the final stage is drawing conclusions or verification,conclusion drawing/ verification.

RESULT & DISCUSSION

This study provides an overview of how women's leadership, using the theory of women's leadership style, namely masculine-feminine leadership (Loden in Parker 1996) and transformational-transactional leadership (Parker), which will then be examined the factors that influence the leadership process The woman uses the opinion of Joseph Reitz (2003) which states that the success of leaders is influenced by the personality, expectations and behavior of superiors, expectations and behaviors of subordinates, expectations and behavior of colleagues, and task needs. The combination of women's leadership style and ability to control or use factors that influence women's leadership style is expected to be a factor in the progress of the organization they lead. From the results of interviews with 10 informants, the researchers found a description of the factors influencing the leadership of the village head of women in Merauke Regency, namely:

Personality.

Personal or personality is seen as a unity of a distinctive trait that characterizes a certain person or person. In addition to being able to direct leadership in a leadership style, one very important factor is personality. This is because as a leader he will always be considered, assessed attitudes, behaviors, said. In short, all that was done. A good leader is a leader who is capable, displays a good personality image, is able to maintain harmony between thoughts, words and deeds. Besides it is not emotional and analysis in overcoming problems. Head of Marga Mulya Village in this case is a leader with a good personality aspect because he is able to achieve the desired personality by having a good personality, consistent between thoughts, words and deeds, persevering, honest and able to respect others. It is also not arrogant and can protect and be accepted by all parties.

Characteristics

Masculine leadership characteristics have competitive characteristics, hierarchical authority, high control for leaders, not emotional and analysis in overcoming problems, while feminine leadership has cooperative characteristics or

characteristics, collaboration with leaders and subordinates, low control for leaders and overcome problems based on intuition and empathy. Based on the findings in the field it can be said that as the leader of the Mulya clan village head is able to build cooperation, cooperate with the leadership in this case the district head and regent, build collaboration with people who are educated and experienced while at the same time able to present themselves as leaders who are full of tenderness and attention as well as able to appreciate co-workers and their communities.

Expectations of Superiors and Colleagues

A good leader is a leader who is able to lead by guarding common goals, as well as the expectations of both the leadership and those of subordinates or the community they lead. In addition to being able to set a good example and role model in terms of personality, a leader is also capable of working in accordance with the ideals and expectations of the higher leadership as well as colleagues and the community they lead. An ideal leader must always be able to provide motivation to someone who is led to a better direction instead of dropping the spirit of the people they lead. The Village Head, for example, must be able to play a role in encouraging or motivating the performance of his subordinates and providing motivation to the community to be able to participate in development activities and must be able to coordinate the community in development activities. In field research, the Head of Marga Village is a leader who is able to direct, motivate, provide affirmation as well as for his community to be able to build together, starting from planning, implementing and evaluating. Always be at the forefront in terms of working for the interests of the village

Second, based on the research that has been done, it was found that the type of female leadership possessed by the Margamulya Village Head was inclined to use the type of leadership by looking at the characteristics of the work to be performed. Then there is a fusion between 2 (two) female leadership styles namely feminine-masculine and transformational-transactional, this means that the female leader of the Margamulya village head does not only use one of these styles, because it will combine

them based on the characteristics or demands of existing work, such as the leadership style model the woman.

CONCLUSION

Based on the results of field research and analysis that has been done, it can be concluded that: First, the type of female leadership owned by Margamulya Village Head is inclined to use the type of leadership by looking at the characteristics of what work will be done. Then there is a combination of 2 (two) female leadership styles, namely feminine-masculine and transactional-transactional, this means that the female leader of the Margamulya village head does not only use one of these styles, because it will integrate them based on the characteristics or demands of the existing work.

Second, the factor that most influences the leadership of Margamulya village head women, is the good personality factor of the Head of Marga Mulia Village, in carrying out his leadership duties. And then followed by factors of leadership characteristics and expectations of leaders and colleagues and the community they lead. Personality factors are shown through good attitude and behavior, ways of thinking, speaking, and acting well. The characteristic factor is shown by the cooperative attitude and good cooperation, collaboration with other parties for the development of the village and the attitude of empathy that makes the village head well received and supported by all residents. Expectations from leaders and coworkers appear from the ability to motivate, encourage colleagues and the community to be actively involved in development programs. In addition, the head of the Marga Mulia village also showed his leadership by always being directly involved in every program or development, not just regulating and governing.

Based on the results of the analysis and conclusions the writer can give the following advice: a) To the Regional Government, seeing that the leadership qualities of women are no less great than men, the regional government should consider appointing or assigning women to also sit in the bureaucracy or in the leadership structure both at the village and village level even higher. b) To the Head of the Village, to continue to maintain and improve his leadership style by further modifying his

leadership style in each job's characteristics and treatment of its citizens. c) To the institution, in order to increase the study of women specifically from the aspect of public administration. d. To the next researcher, to further expand the indicators of factors that influence women's leadership, as well as integrate with other theories.

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