

Women's Leadership in Higher Education

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Abstract— This study aims to determine and analyze women's leadership styles and their reasons for becoming leaders at Manado State University. Using a qualitative approach with the type of case study research, the results of the study showed that women's leadership style tended to be transformational leadership styles was based on the dimensions of charisma, inspirational motivation, personal commitment, intellectual stimulation, individual attention, and recognition and appreciation, while the reasons for becoming a leader are: the calling to build institutions; given trust; support; granted a chance; has the ability (academic); called to serve; part of service. It is recommended that women need to improve the mindsets of any unconstructive thoughts and tend to undermine women's achievements and abilities.

Keywords: *Leadership Style, Women's Leadership, Transformational Leadership*

I. INTRODUCTION

The demand for equal rights and representation of women in public organizations is an agenda in the current era. Numerous achievements have been achieved by women in different aspects of life, but this situation has not been enough to inspire the community to acknowledge women's capabilities. The gender gap is still experienced by women, especially in holding leadership positions. Although the actual implementation of regional autonomy in Indonesia has provided larger space for regions to manage and organize their administrations including renewing service management, reform strategies including the introduction of a number of laws and regulations, have not been able to show significant improvements due to the doubtful quality of leadership making it hard to implement good governance.

To implement good governance, it requires leaders who have a vision of serving and not being served. Leaders have a large and decisive role and responsibility, so it is not excessive to say that leadership is one of the keys to organizational success. Sinambela asserted that whatever the level of bureaucracy obtained, basically did not reduce the responsibility as a leader who has a role in providing the best service to the community because by the role of leaders trying to provide the best public service, that is one of the factors directing leaders to achieve goals properly" [1]. It means that the success of an organization is mostly determined by the

leadership factor because, in every organization including higher education institutions, leadership plays a strategic role according to her capacity the leader has the duties, authority, and responsibility to achieve organizational goals. The success in carrying out tasks is closely related to the ability to influence the people she leads.

Leadership in higher education is leadership based on science and technology that teaches and applies truth, the benefits of science and its application in human life so that the norms and values of science remain an important part. In a highly competitive era requires leaders who are truly capable of critical thinking, creative and visionary, capable of implementing leadership effectively, motivating and influencing subordinates to make better changes. The ability to influence appears in the pattern, method or style used when leading. The leadership style of an individual is the behavior pattern that person exhibits when attempting to influence the activities of others as perceived by those others [2]. Behavioral patterns or styles that are used describe the attitudes and skills of a leader when influencing the performance of subordinates so that it can be known by someone's leadership type.

Sedarmayanti reviewed the opinions of James Mc. Gregor who argued that there are two types of leadership, i.e. transactional and transformational leadership [3]. Transactional leadership is more likely to give direction to subordinates with rewards and penalties for their work or performance. It puts more emphasis on the transaction or exchange process. While transformational leadership is more likely to motivate subordinates to work better and try to build their enthusiasm. According to Eko Maulana Ali, transformational leaders are the agent of change who share energy in guiding employees towards a new set of values and behaviors within the organization [4]. Transformational leadership, in this case, emphasizes more on how to motivate by engaging and leading subordinates to build relationships and responsibilities and jointly build a vision to achieve the goals set.

For productivity, the transformational leadership style includes 1) charisma or idealized influence; 2) inspirational motivation; 3) intellectual stimulation; 4) individualized consideration or individualized attention [3]. While the pioneer of situational leadership theory, Hersey, Blanchard, and Jonhson propose transformational leadership that consists of leadership behaviors, specific actions and special strategies

needed to transform an organization. The steps in transforming an organization are: 1) personal commitment to organizational transformation by leaders; 2) firmly, without mercy and undeniably communicates the impossibility of maintaining the status quo; 3) clear and enthusiastic communication about the vision that inspires what the organization can be; 4) development of a critical period in time to support transformation; 5) acknowledging, rewarding, completing systems for transformation; 6) define and arrange an organization that can carry out the vision; 7) communication of information regularly about progress and provide recognition and rewards for achievement [5].

In the midst of developments and ever-changing situations, it takes the rising of a leader who is capable of motivating, committed to performing the duties and responsibilities, building a vision but also being able to face the challenges of change as the key to the success of a leader. Becoming a successful organizational leader is not easy, there are various factors need to be considered for organizational success. Nowadays, the role and leadership of women are no less important in determining the success and prosperity of the nation and state. Women have a big role, not only in the government sector but also in business and services to the community. But in reality, there are only a few women leaders who hold top positions, although the increase in the Human Development Index (HDI) of women is slightly higher than the HDI of men. Women are always in a position of subordination. There are still a few people who regard the top leader as a position that belongs to men. Even though in the work field, women who hold leadership positions make progress, but it is still limited to leaders at the lower middle level, while at the top level is highly limited so that they continue to lag behind men.

The notion of the inability of women to become leaders does not only occur in politics and government but also in the working environment. Many cases in the working environment in the public sector show that it is not easy for women to be in the workforce filled by men [6]. Discrimination based on sex is supported by the old credo that women are less qualified for leadership roles. Such an assumption suggests that discrimination is still ongoing. This situation causes women to be disadvantaged as Dahlvig and Longman explained that women are disadvantaged because they are perceived as possessing less leadership ability than men and viewed less favorably than men when they exert leadership characteristics [7].

Besides, according to Yulk, women have long been considered incapable or unwilling to use masculine behaviors that are considered important for effective leadership [8]. Indeed, to be a good, effective and successful leader of an organization is not a matter of masculinity and femininity, but rather a leadership capacity that is supported by, among others, educational background, and support from subordinates. Historically, the majority of leaders in the workforce were men, but as developments in Indonesia and countries around the world in general, the voices of women began to be considered and heard. With the problem of democratization, the election of leaders promotes gender discourse on the domination of men

leadership, which raises the demand for policy reforms to provide greater opportunities for women to become leaders.

The development of household technology has an impact on the lives and mindsets of women. Various household chores can be done faster, which means more free time for women, in addition to the increasing number of highly educated women that have opened the horizons of women to take part in various professions. Likewise, the emancipation and gender equality movement resulted in the regulation of equal rights to hold political and governmental positions. According to Longman et al, that the workforce accepted in the United States is more women than men. In 2007-2008, women with a bachelor's degree were 57.3%, masters were 60.6%, and 51% were doctorates. But the percentage of women's leadership positions (highest position) in colleges and universities is still low [9].

Manado State University is one of the institutions of higher education that organizes educational and non-educational academic. It consists of seven faculties that provide opportunities for women to develop their leadership skills. The expected leader is a leader who has high credibility and integrity, especially in implementing his leadership as a agent of change who can communicate and transform ideal thoughts to the organization led, in order to be able to provide quality services according to leadership principles, so as to improve the quality of Higher Education in order to meet expectations of stakeholders.

In the previous period at Manado State University, there were only two faculties that had female leaders. One of them is at the university level in the student affairs division. At present, out of the seven faculties, three faculties and post-graduate are led by women. At the University level, three women hold important positions, i.e. rector, assistant rector in education and student affairs. This means that there has been a significant increase in the number of women holding leadership positions. The Passion at work has been able to increase the commitment and awareness of the existing women in carrying out their duties and responsibilities. The shift of the role of women from the domestic to the public sector becomes an entity that raises women's enthusiasm and awareness of their ability to serve in the public sector.

Manado State University is a higher educational institution that aims to provide public services in the form of services to students. The management implements the autonomy of the higher educational institution according to the guidelines set in the law and regulations by giving independence and encourages autonomy on academic, operational and personnel management by the provisions of the higher education institution. This study examines how women's leadership styles and their reasons to become leaders based on the experience of three of the seven female leaders who already have and are leading at Manado State University who are argued to be able to create effective public services that are no different from men.

II. RESEARCH METHODS

This study aims to find out and analyze women's leadership styles and the reasons for becoming leaders at Manado State University. This study employed a qualitative approach to the type of case study research. Data sources include primary and secondary data. Primary data were obtained from informants (three women leaders at Manado State University consisting of two Deans and one Deputy of Rector), while secondary data obtained from documents related to the focus of research that supports data collection. Data collection used was in-depth observation and interview techniques, with qualitative data analysis techniques and the interactive analysis model of Miles and Huberman [10].

III. RESULTS AND DISCUSSION

A. *Women's leadership at Manado State University*

Based on the results of the study, obtained by collecting information through observation and interviews and then analyzing, it can be identified what are the women's leadership styles and reasons for becoming leaders. Women's leadership style at Manado State University appears in several dimensions of attitudes and behavior: 1) charisma; 2) motivational inspiration; 3) personal commitment; 4) intellectual stimulation; 5) individual attention, and 6) recognition and appreciation. Although in practice, not all indicators of the six dimensions are applied.

a. Charisma

Leaders, in this case, women leaders try to make every action they did to be used as an example and role model. Exemplary in the regulation is a capital to implement organizational goals, which is reflected in the attitude of trust, determination, and confidence in the vision and goals to be achieved. The leader shows authority and responsibility in every action, attempt to treat the people they lead as partners, not as subordinates who continue to be forced to achieve goals. In addition to trying to build trust based on honesty, the leader should always be there when needed, able to convince and attract attention to eventually create an emotional bond between the leader and those who are led.

The attitudes and behaviors that they performed make women leaders admired and valued. This attitude can foster a sense of pride in work performance, thus making them responsible human beings in carrying out the tasks and achievement of organizational goals. Leaders can drive the passion of those who are led to achieving the best goals but also dare to take risks and adapt to the dynamic environments. Leaders, in this case, according to Lussier and Achua as leaders who think to be different from past leaders, with the ability to formulate and articulate inspirational vision [5]. This condition contributes positively to the implementation of their respective duties and functions. The actualization of concepts in the context of charisma contributes to the implementation of quality service tasks in accordance with the functions of higher education institutions.

b. Inspirational Motivation

Inspirational motivation is a leadership style that seeks to communicate vision by assigning more challenging tasks, especially for those who can stimulate the desired passion and expectations. As the importance of motivation for subordinates, Silalahi stated, "motivation (encouragement or stimulation) can be used as a strategy to improve the performance of employees or subordinates" [11]. These efforts are carried out by women leaders with the intention that subordinates are optimistic and remain committed to the vision and goals to be achieved.

A vision for a leader is an obligation that determines the direction and future of the organization. The vision that motivates, encourages and energizes them serves to create change. [5] Although the facts of the research show that providing motivation has not given maximum results, because there are still employees who are less eager and less serious in carrying out the task. Various efforts continue to be made so that subordinates have high confidence and are able to increase their optimism by providing support and inspiring employees that they have the ability and make challenges as part of learning to excel, improving performance with the intensity of completing good tasks, becoming partners and mentors for employees who need special guidance, and try to use words that can inspire subordinates and are willing to set themselves as examples and models. "A way of a leader to influence the commitment of subordinates is by providing an example of behavior that can be used as a role model in daily interactions with subordinates" [8]. Every employee has the opportunity for good performance and the required abilities, therefore motivating is an important part of determining the achievement of organizational goals.

c. Personal commitment

Successful organizations need leaders and employees or subordinates who are committed. In the digital era as it is today, technology issues are an inseparable part of public innovation and service quality. However, the problem of innovation and quality service is not only about a technical issue but also non-technical, including commitments that have not been applied consistently, hampered the transformation process. Commitment according to women leaders at Manado State University as a force that makes the employees focus on the goals to be achieved by building a spirit at work to be able to innovate to make changes to continue working to improve performance. According to Wirawan that the leadership of the organization must thoroughly be involved in the transformation of the organization and that commitment must be visible to other members of the organization and external stakeholders [5]. Through commitment, the quality of one's behavior appears. The quality of a leader's behavior can influence the person led. The leader, in this case, can become an effective model that can inspire people led to work even better, which is not only to achieve the goal but on how to pass it on to the next leader.

d. Intellectual stimulation

Intellectual stimulation, in this case, is directed in the context of achieving the vision and mission and goals of higher education institutions that carry out the duties of Tri Dharma, namely education and teaching, research, and community

service. Intellectual stimulation is carried out with the purpose that leaders and those who are led to think and do new things for the progress of the organization. The results of the study show that women leaders try to provide opportunities for subordinates to express and develop new ideas to build their enthusiasm and creativity so they can think creatively and innovatively. Leaders who want to advance are leaders who are willing to take risks, making the vision, mission, and goals of the organization as a reference for subordinates to convey their ideas.

e. Individualized attention

For the subordinates to reach higher degrees, the leader must be able to bring up their potential. No matter how small the potential they possessed, it needs to get attention by directing it to new values. Subordinates also need attention, respect, and appreciation for their performance and contribution to the organization/institution where they work.

The results of the study showed that the manifestation of the attention of women leaders was the willingness to listen to complaints, to pay attention to needs, efforts, and work, and empower those who have the ability to excel so as to further develop self-confidence, to increase optimism that they are able to create new and unique things so that it motivates them to do their best even more than expected. This individual consideration is one of the most decisive elements in building good communication and relationships between leaders and those who are led, which helps to make emotional bonds at some level to build moral/ethical trust and responsibility between the two parties.

Recognition and appreciation

Giving recognition and appreciation to the achievements of subordinates becomes an opportunity for the emergence of creativity and work productivity in building the willingness to make the expected transformation in the organization. It also encourages people who are led and women leaders at Manado State University to strengthen and reinforce trust based on the values, ethics, and morals needed to carry out transformation.

B. Reason To Be A Leader

Many discussions examine the figure and role of women in the public domain. Negative perspectives that have been structured about the figure of women and assumption that women are only suitable in the domestic area (housekeeping), who only take care of activities in the household, is a result of the inherent character in women, such as meek, prioritizing feelings, and the lack of rationality. However, the negative perspective is now beginning to be shifted. Women no longer only take care of domestic activities but also have the right to be involved in public activities.

The North Sulawesi Province is one of the regions that provide a great opportunity for women to rise in the public sector. Women's involvement in the public sector is applied through the stages of democracy. Manado State University is one of the public universities in North Sulawesi that provides opportunities for women to take part as leaders in the public sector. The experience of the three women leaders at Unima is not only an effort to elevate women's degrees but also in the

context of improving services in higher education institutions to develop Manado State University to be counted.

Based on the results of the study, there are several reasons that three women become leaders:

The calling to serve and develop: Desire to build campus institutions and society based on professionalism and experience and knowledge and attempt to change the mindset of the community, especially the Civitas Academica and women who consider as weak, so they can put themselves not as "complementary sufferers" in an institution or agency.

Given trust. If women are given trust, they will show their achievements more than what they have and will carry out their duties with full responsibility. Women believe that by being trusted, they can excel and help raise the enthusiasm of women to develop themselves to be helpful for many people, and the stigma of women are unable to compete in the public domain (due to their dual duties and functions) dissipate.

There is support from various parties. Support is a must, and it is not only from colleagues but from all elements including superiors and family. The support provided becomes a motivation for women leaders to work better, more confident to be equal, and to become partners for men in the public sector.

Granted opportunity. The shift in the role of women from domestic to the public has provided opportunities and awareness for women to continue to advance to take part in non-domestic roles and to seek justice and equality, free from discrimination, subordination, and marginalization.

Having abilities or strengths (academic) and experience that need to be considered, women's education and experience in organizing activities greatly influence the mindset, attitudes, and behavior as well as one's desire to lead. Women believe that they can provide a constructive influence for progress and show their identity as a party who is regarded by achievements.

The Calling (called to serve): For Christians, the call to serve is a commitment of faith that must be kept, with the principle that wherever placed to work, must carry out the task as well as possible. Call of duty in college, in addition, to become a leader, also as a teacher and educator for students, have character, useful knowledge and be a blessing not only for themselves but also for many people.

Part of service: The desire to serve by fostering and educating to build independent individuals, work performance and good work motivation, character, a personality as a role model, and have a prospect.

IV. CONCLUSION

Based on the results and discussion, it can be concluded that the leadership of women at Manado State University tends to be in the transformational leadership style. Some dimensions of transformational leadership found were charisma, inspirational motivation, personal commitment, intellectual stimulation, individual attention, and recognition and appreciation, although not all indicators of each dimension are met. While the reasons for becoming leaders are: 1) the calling to serve and build institutions; 2) given trust; 3) support, 4) granted the opportunity; 5) have the ability (academic); 6) called to serve, and 7) becoming a leader is part of service.

Thus it is suggested that women improve the unconstructive mindsets and tend to undermine women's achievements and abilities.

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