Characteristic of Women Leaders in the Millennials Perspective

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Abstract—**Development of gender-oriented has always been the center of attention and a priority of the government every time. Gender equality can be seen from the equal opportunities for men and women in occupying leadership positions. Despite the fact, gender inequality conditions are still often occur in everyday life. Often women are underestimated when occupying leadership positions. Women are made a measure of impropriety as a public leader either openly or not. This can happen when people have a wrong understanding of the concept of gender.**

In order to realize a gender equality future, it is needed young generation or millennial generations who understand gender. In the coming years, generations with a gender perspective is ready to take over and dominate the highly competitive workforce. The generation that understands technology, nimble, and very competitive.

Understanding the concept of gender of the younger generation is strongly influenced by the concept of education that is instilled by the family. Even today there are still many discriminatory understandings of leadership among millennials. Most of them still think that the position of leader is the masculine position. That position which very appropriate to be occupied by men rather than women.

Keywords—millennial generations, women leadership, gender perspective

I. Introduction

Many experts have revealed that the main key in realizing development is which development of resources. This is certainly in line with the vision of the government of Indonesian President Joko Widodo in 2019-2024 which aims to create superior resources. Development will not have any meaning when development does not get actualization space to be implemented. This is the same as expressed by Former President of the World Bank, Lewis T. Preston who said that "development theory by itself has little value unless it is applied, unless it translates into results, and unless it" [1].

The concept of gender-oriented development becomes an interesting discussion, especially for gender activists. Gender development continues to be pursued in every sphere of national life. Biological condition is not a reason to look for differences between men and women in self-actualization. In the thought of John Locke, it is assumed that humans are created by God as equals who have the same rights and obligations [2]. Both have freedom and freedom in appreciating every potential they have.

The issue of gender equality is the goals of sustainable development or known as the Sustainable Development Goals (SDGs). As has been programmed by the United Nations (UN) that SDGs are carried out for 15 years from 2015 to 2030. The goal of sustainable development emphasizes the community as a center of development). Gender issues in SDGs are in point 5 which reads, "Achieving Gender Equality and Empowering Women" [3]. In the current era, the issue of GESI (Gender Equality and Social Inclusion) is an interesting issue in supporting gender development in Indonesia. GESI is a major step for every sector of government. Gender development planning will be realized when each government institution understands gender issues in their respective fields.

This implies that women have the opportunity to occupy leadership positions. Leadership has an important role as a determinant of the effectiveness and efficiency of an organization through the process of transferring influence and values [4]. According to Simons, leadership can be viewed and analyzed from multiple perspectives, such as psychological, sociological, political, military, and philosophical [5]. Furthermore Hogan et al. explain leadership in 14 characteristics, including: planning and organizing, problem solving, clarifying, informing, monitoring, motivating, consulting, recognizing, supporting, managing conflict and team building, networking, delegating, developing and mentoring, and rewarding [5]. Loden believes that there is a difference between masculine leadership and feminism. Psychologically, masculine leadership will have competitive, authoritative-hierarchical characteristics, high control of the leader, and rational in making decisions. While feminine leadership, psychologically has characteristics that are cooperative,

collaborative, low control (inconsistent), and prioritize feelings in decision making [4].

Gender inequality has continued to occur until the last few years, especially related to the role of women in the public area. This is supported by 2016 statistical data that shows the imbalance between men and women related to the distribution of managerial positions. BPS (Badan Pusat Statistik/Central Statistics Agency data shows 75.83% of men hold managerial positions and the remaining percentage is filled by women [6]. The dominance of men over women in the public area is still very much felt in this country. The General Social Survey in America shows different conditions, that most or as much as 75% of the American population does not agree to be better suited emotionally for politics [7]. They believed that men and women were equally capable of succeeding in work and politics. It is hoped that understanding and applying gender equality can be realized in Indonesia. One of the efforts that can be done is through the understanding of young generation towards the concept of gender.

The young generation is the golden generation that describes the future of a nation. The younger generation of "Millennials" who were born between 1980 and 2000, or often called "Generation-Y/Gen-Y". Stein described millennials as titled, selfish, narcissistic, and shallow [8] [9]. The millennial generation is unique generation, they have different characteristics from the other generation [10]. In the thoughts of Lancaster and Stillman, and Statistics Canada explain that millennials are heavily influenced by the trends that affected them and Boomer parents, such as increases in divorce rates, a greater number of women in labor force participation, and rapid technology change [11]. Their mastery of information and communication technologies as a characteristic that distinguishes them from previous generations. Kaifi added that the term "Millennials" comes from their closeness to the new millennium and being raised in a more digital age [12]. This generation is ready to take over and dominate the world of work in the future. In order to achieve gender equality in the future, young people who understand the concept of gender correctly are needed.

Millennial generations whose gender perspective can be realized through gender perspective education. The understanding of millennial in seeing the concept of gender will show what the gender equality picture in Indonesia will look like in the future. Human resources with a gender perspective is the main capital for gender development in a nation. The most millennials believe that men and women should have equal access to opportunities and power in general [13]. Furthermore Ginsberg mentioned if education and society can be one of the strategies to help young generation understand how each of their political decisions will greatly affect every country's public policies.

The available research data shows a fact that most millennials still adopt the mindset instilled by the family or the local community. In the opinion of "generation Y", women are not acceptable to occupy high-level leadership positions. Women only get tolerance in low level leadership positions. This condition is certainly very surprising to be known together. This encourages the increasingly important role of many parties to be able to find a solutive strategy, so

that changes in gender-conscious play set will be realized. Thus the realization of gender equality as stated in the SDGs (Sustainable Development Goals) will be realized.

II. RESEARCH METHOD

This research is a quantitative research with descriptive method. Data collection using instruments in the form of open questionnaires. In addition, by utilizing researchers as primary instruments in research to conduct interviews with several respondents. Respondents are millennial campuses with ages between 19 and 20 or students who are taking the fourth semester. All respondents were students in Program Study of State Administration Diploma (Level Three) at Surabaya State University, especially those taking the leadership course.

III. RESULT AND DISCUSSTION

A. *The ideal leader in millennial perspective*

An understanding of the ideal leader will be closely related to the understanding of gender identity leaders and sex identity leaders. Both of these terms must be understood differently, considering sex and gender are two very different things. The ideal leader cannot be determined just by looking at the identity of sex and gender, but also seeing the potential and ability of a leader. Gender identity defines a stereotypical individual self-perception as a masculine or feminine. Men are expected to display agentic characteristics (e.g. assertiveness and competitiveness), whereas women are expected to display communal characteristics (e.g. benevolence and personal regard for the individualized concerns of others) [14].

The results showed that as many as 93% or 68 of 73 millennial respondents agreed (they did not question) the existence of female leaders. The results of these data answer research questions are based on the perspective of sex identity. The research data shows that female leaders get good support from respondents in perspective. But the reverse data is obtained when the question about the ideal leader between men or women is raised by the researcher.

The data obtained is very surprising, as many as 100% of respondents agreed that men are considered as the most ideal leaders compared to women. This certainly shows that leadership in the perception of millennial generations becomes a masculine position. Even more surprising is the fact that there are some respondents who consider "men born as leaders". The concept of family that put men first as the people most responsible for the family, is often used to position the importance of the role of men in the public area. This is in line with research in America in 1977, Americans agreed that "it is much better for everyone involved if the man is the achiever outside the home and the woman takes care of the home and family" [7]. In fact, the understanding has taken place several decades ago in America today is closely attached to millennial generations in Indonesia.

B. *Cooperative skill of leader*

In A Big Indonesian Dictionary (Kamus Besar Bahasa Indonesia), cooperation is defined as everything that is

cooperative in nature [15]. Roger explained that leadership in the post-industrial paradigm is defined: (a) leadership is based on relationships, and does not belong to any individual, (b) leadership is meant to create change, and (c) leadership can be done by anyone, not only by people who are designated leaders [5]. This can be interpreted if to run leadership, a leader cannot stand alone, he needs others to work together.

The results showed 55% or 40 respondents stated if women could cooperate cooperatively in carrying out leadership. The data shows that both men and women have almost the same ability to carry out cooperative leadership. Respondents give reasons if women leaders are also able to establish good cooperation within or outside the organization.

C. Collaborative skill of leader

A study of four women breeders in the US shows that leadership style with a community-based, collaborative approach is very useful for overcoming the rangeland problem. According to Riper that this approach is very helpful in identifying future leaders and knowing the right way to empower them in taking on similar roles[16]. The success of a leader for the long term, regardless of sex owned, ultimately lies in finding the resources to effectively organize their communities and challenge existing systems. After the resources are obtained, the next step is finding ways to support these individuals as they move forward. Therefore a collaborative type leader really needs to continue to develop skills and confidence.

Simply, the collaborative leadership type is a type of leadership by prioritizing the ability of leaders in managing the community or followers in realizing the goals of the future leaders. From the results of research related to this type of leadership, it be seen that 93% or as many as 68 of 73 respondents stated that female leaders have the ability to collaborate well in a work team. According to respondents, women have the ability to work together better than men. The ability of persuasive communication and maternal patterns of women leaders is one of the assets to carry out their leadership.

D. Self-control skill of leader

A study in Europe in the nineteenth century states that self-control and willpower became increasingly important to the mainstream masculine identity. This is related to the male honor ethic was internalized and democratized to foreground not the physical courage of warriors but rather the self-mastery required of middle-class men [17]. The existence of this history shows that self-control is a form of recognition of masculinity. Furthermore, in Hirschi, it is stated that to operate self-control is needed to control attitudinal and behavioral behavior [18]. Both of these become an important component to realize self-control.

The results showed 78% or 57 of 73 respondents stated that female leaders had lower levels of self-control compared to male leaders. These data reinforce Jill and Cambridge's theory, even today society still considers that female leaders have self-control that is not good enough compared to male leaders.

E. Empathy skill of leader for problem solving

Many practitioners and experts recognize the importance of emotions in organizational life. Salovey and Mayer revealed that many have observed and studied the emotional capacity of empathy, the ability of a person to comprehend and convey understanding of the emotions and feelings of another person is experiencing [19]. In line with the statement, Davis argues that one important aspect of empathy is empathic concern: how leaders experience feelings of warmth, compassion, and concern for others [19]. The ability of leaders to position themselves in the position of others (followers) becomes one of the important characteristics that a leader must possess.

From the research data knows that 92% or 67 of 73 respondents stated that in overcoming a problem that arises, women leaders often prioritize empathy. Motherly behavior still dominates the reasons of most respondents. According to them, women have more ability to position themselves in the position of others.

F. Competitive skill of leader

Competition can be interpreted as negative and positive perceptions. Positively, competition techniques can have an impact on increasing the fighting spirit of each individual in the organization. Negatively, competition can bring about the nature of individuals between individuals in the organization. But it cannot be denied if cooperation and competition has potential implications for leadership. Competitive leaders have subordinates who were dissatisfied with their supervisors, and thought their leaders had a negative impact on job performance, desire to stay on the job, and job satisfaction [20]. Competitive leaders have a tendency to move quickly, which is most likely not all subordinates can follow the same rhythm as the leader.

Research data shows that 100% or overall respondents agree that if given the same opportunity, then female leaders will have a spirit of competition that is no less good than men. The more competitive a leader is, the higher the movement and demands of the leadership to subordinates.

G. The authority of leader in carrying out the task

One of the main characteristics of leaders is when they have full authority in carrying out their leadership. Leader's authority said as a form of leader power in carrying out the task. Kabeer said that power characteristics as the ability to make many out comes in organizations, including those related to gender equality [21]. With the power they have, the leader has full authority to influence and direct the followers towards the achievement of the leader's goals.

Research data shows that 51% or 37 respondents stated that it is more likely for women leaders to be able to abuse authority in carrying out their duties. From this data it interpreted both women and men leaders have an equal risk in responding to possible abuse of leader authority. The sex between the two does not have an influence on the loyalty of a leader over the power it holds.

H. Analitic skill of leader

Society often identifies analytic abilities are abilities that are dominated by men. This capability is assumed by the community as one of the work abilities of a technical or field supported by expertise. Although women and men were assigned an equal number of positive attributes, the most common positive terms assigned to men were "analytical," and for women it was "compassionate" [22].

Research data shows that 93% or 68 out of 73 respondents stated that if most female leaders in solving problems did not make use of case analysis well. According to respondents, women's habit patterns that are considered more prioritizing feelings are one of the reasons women leaders are sometimes more subjective in making decisions.

IV. CONCLUSION

From the overall research data above, it can be concluded as follows: (1) Millennial generation still considers if the position of leader is a masculine position, so it is appropriate to be occupied by men. (2) The ability to persuasive communication makes it easy for women leaders to be more cooperative than men. (3) Women's leadership has the ability to collaborate, both inside and outside the organization. (4) the self-control of female leaders is much lower compared to male leaders. (5) Motherhood of women leaders strongly supports women leaders in building empathy. (6) women leaders are very capable to compete in the world of work. (7) Both female and male leaders have the same opportunity to exercise their authority properly or vice versa. (8) women's habits carried away by feelings make them unable to adequately analyze an issue.

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