

Portrait of Female Leaders in Universitas Negeri Makassar Environment

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Abstract—This study aimed to determine the managerial ability, the suitability of educational background and the suitability with the position, achievement motivation, and satisfaction of the job allowance received by female leaders in Universitas Negeri Makassar (UNM) Environment. This research is quantitative descriptive research. The populations were all women who occupy structural positions and other positions in Universitas Negeri Makassar amount to 93 people. Data collection techniques were Questionnaire and Documentation. Technique of data analysis was descriptive statistics, with narration and percentage as the form of data presentation. The result of the research shows that (1) The motivation achievement of officials in UNM was influenced by the factors: responsibility, leadership support, working atmosphere, and facilities that can be utilized in working. (2) Job satisfaction of officials at UNM was influenced by several things: salary, facilities, colleagues, working atmosphere, leadership support, and career development opportunities. And (3) also found that the dominant leaders in Universitas Negeri Makassar (UNM) were male rather than female. Based on the research conducted on Image of Female Leaders in Universitas Negeri Makassar Environment, the researchers put forward the suggestion that it was necessary to provide the same opportunities as women to become leaders in the scope of Universitas Negeri Makassar (UNM).

Keywords—*leadership, position, motivation*

I. INTRODUCTION

The national development target is to create a just and prosperous society. The essence of all requirements to achieve the target is the realization of great human resources in all areas which must be supported by physical and non-physical strength, beliefs to Almighty God, virtuous behaviors, intelligence, knowledge and skills, physical and spiritual health. Each individual must have an independent personality and responsibility to society, nation, and country. The human resources refer both to men and women.

One of the points in parliament regulation Decree Number. II Year 1988 stated about the role of women in development that women as citizens and as human resources for development have equal rights, duties and opportunities with men in all areas of the nation in all development activities. In relation to that position in society, the role in development needs to be continually improved and directed so as to increase its participation in giving the greatest contribution to the development of the nation according to nature, praise, and dignity as a woman [1].

In relation to women role in the nation and national development, women's leadership in all fields at all levels,

regional, national and international, has not firmly existed yet. This is caused more about the traditional customs that still based on the values and norms held by the community. They are fear, hesitation in the face the necessary changes, the lack of confidence which are still become a "difficult thick fog to be released." Therefore, without the willingness, courage, and ability of women themselves in using the opportunities available to take decisions as a leader, it is impossible for Kartini idea to fight the men and women equality in all fields to be achieved. Kartini is one of the famous women in Indonesian history who first initiate the idea of equality for women.

Leadership is one of the issues in management that is still quite interesting to discuss until today. The role of leadership is very strategic and important for the achievement of the vision, mission, and goals of an organization. It is one motive that encourages people always to investigate the ins and outs associated with leadership. As stated by Berryman et al. [2] that "leadership is an activity to influence the behavior of others or the art of affecting human behavior both individuals and groups." An organization needs an effective leader, who has the ability to influence the behavior of its members. Thus, a leader will be recognized as a leader if s/he is able to influence and direct his subordinates toward the achievement of organizational goals.

The number of female employees in managerial positions cannot represent the total number of women working in the organization [3] or in other words men continue to dominate managerial levels while women cannot reach the top of their careers. Top managerial position is the expectation of each individual career as well as having strategic value because there is an authority in making organizational decisions in it [4]. The results of the study conducted by Trias Setyawati in 2009 [5] on the Position Profile and the Role of the Education Officer (Lecturer) in the Gender Perspective at UII, found that: first, the problem of gender difference is a determinant factor to be able to have a high and optimal position. Female officers/lecturers have various obstacles to teach, to research, to do devotion and support activities; because they have many domestic activities, both the existence of children and the existence of structural allowances, also result in an unequal position. Female lecturers who have children avoid structural positions, which ultimately lead to unequal positions at the individual level. [5].

Viewed from the perspective of gender, the number of female officers and lecturers as leaders in structural and other positions at the Universitas Negeri Makassar (UNM) based

on data of UNM personnel department in 2016 amounted to 93 people. This amount is still far below the number of 200 people for male employees / lecturers with structural positions as well as other positions in Universitas Negeri Makassar. On a national scale, the total female lecturers in Indonesia are around 42.5% (106,719,000) while male lecturers are 57.5% (144,385,000) but for Female Dean of the Faculty are not yet up to 50% of the total [6].

Women's managerial skills need to be improved so that the innovation process, especially in the managerial field at Universitas Negeri Makassar, can run well. Women's leadership is expected to promote functional cooperation, creating a state that makes all employees feel confident; avoiding the rhetorical discourse, having professional performance ability, developing the work of subordinates / staffs, correcting subordinate faults; and avoiding to cause boring work.

A. Leader Definition

Any kinds of the organization must have and require a leader who has the ability to carry out leadership activities. As explained by Rice [7], in creating the order and discipline within the organization, then there should be arrangements regarding the division of tasks, workings, and relationships between one to another job, and in person with one to another. Then, these organizing activities in the organization are called administration, needs to be controlled or led by an administrator or a leader. The leader in the broad sense is put forward by Henry Pratt Fairchild [8] that leader is the one who leads by initiating social behavior by arranging, directing, organizing or controlling the efforts of others, or through prestige, power or position. While in a limited sense by Henry Pratt Fairchild, the leader is the one who guides others with the help of his persuasive qualities, and the acceptance by his followers voluntarily.

Efforts to assess the leaders' success or failure in an organization, stated by Schyns and Schillin [9], among them is by observing and noting the nature and quality of his behavior. This criterion is used to assess the leadership of a leader. These systematic efforts led to the theory of "the trait theory of leadership" (the theory of the nature / sensibility of leadership).

B. Leadership Theories

Leadership emerged together with the existence of human civilization and in its development, emerged several theories about leadership. Some theory of leadership put forward by GR Terry in Hogg et al. [10] as follows: 1) autocratic theory, 2) psychological theory, 3) sociological theory, 4) supportive theories, 5) laissez-faire theory, 6) personal behavior theory, 7) nature theory, 8) situation theory, and 9) humanistic / populist theory. Furthermore, Chemers [11] pointed out that in general there are three leadership theories are 1) theories of nature (Trait Theory), 2) Behavior Theories, and 3) Contingency Theories .

C. Leadership Skills

The capacity of individuals to do various tasks in a job is not the same. Every human being has the ability. Ability is a person's skills (intelligence and skills) in solving problems. Davis in Cohen [12], stated that "the ability of an individual depends on the level of knowledge possessed, educational background, and skills possessed." With regard to individual

abilities, described by Cohen [12], that "abilities consist of numerical intelligence and deductive reasoning, education, work experience, and training."

Based on the description above, it is revealed that performance is determined by various factors and one of them is the ability. Furthermore, in this study, based on the concept of capabilities that have been described, the researchers set the ability indicators to include knowledge (level of education and training experiences), skills, and work experience. In other words, that in order to measure the ability of leaders in UNM, especially female leaders who hold positions of leadership both structural and non-structural, it can be seen from the level of education and training that has been followed, the skills possessed, and experience of work.

II. METHOD OF THE RESEARCH

A. Types of research

This research is a quantitative descriptive research, aimed to describe female leaders who lead in structural positions as well as other positions such as head of study program, secretary of study program, head of department, secretary of department, dean, vice dean, head of Research Centre, other non-structural positions within the Universitas Negeri Makassar Environment. This study only examines one variable that is the female leaders variable in structural and nonstructural positions.

B. Population and Sample

The population in this research was all women who occupy positions of structural and other positions in Universitas Negeri Makassar amounted to 93 people. In order to give generalization with a very small error rate, and considering the number of the population less than 100 with only 93 people, then in this study used total sampling technique, where all members of the population were being sampled. The sample of this research was all lecturers and employees who occupy positions of structural and other positions in Universitas Negeri Makassar.

C. The technique of Collecting Data

To obtain objective data, this research used the technique of Questionnaire and Documentation. Instruments are compiled using a Likert scale, with 5 options. Strongly Agree = 5; Agree = 4; Doubt = 3; Disagree = 2; Strongly disagree = 1.

D. Data Analysis

The technique used in analyzing data of this research is descriptive statistic technique. The form of data presentation was description and percentage. The formula used as follows:

$$\% = \frac{n}{N} \times 100$$

With: % = Percentage; n = Score obtained; and N = The sum of total scores.

III. RESULT AND DISCUSSION

A. Research Result

The managerial capability of women leaders in the Universitas Negeri Makassar (UNM) is still very much less than a male leader. It can be seen in table 1.

Based on the data in Table 1, it shows that the number of male leaders from all institutions and faculty in Universitas Negeri Makassar (UNM) is still very dominant with the percentage of 81% of male leaders versus 19% of female leaders. Dominant female leaders or officials only belong to the Faculty of Psychology, while for the Rectorate and Community Service Institution (LPM) there is no female officer.

TABLE I. STRUCTURAL NUMBER DATA IN MAKASSAR STATE UNIVERSITY

No.	Structural Position	Sex/Gender	
		M	F
1.	Rectorate	5	-
2.	Personnel and Administration	23	5
3.	Post Graduate (PPs)	23	2
4.	Community Service Institution (LPM)	9	-
5.	Research Institution (Lemlit)	10	5
6.	Technical Implementation Unit (UPT)	26	4
7.	Faculty of Mathematics and Natural Sciences (FMIPA)	50	10
8.	Faculty of Engineering (FT)	46	8
9.	Faculty of Sports Science (FIK)	19	1
10.	Faculty of Education (FIP)	32	13
11.	Faculty of Languages and Literature (FBS)	22	6
12.	Faculty of Social Sciences (FIS)	25	6
13.	Faculty of Psychology (FPsi)	4	5
14.	Faculty of Art and Design (FSD)	13	3
15.	Faculty of Economics (FE)	12	5
	Total	319	73

The level of achievement motivation of women leaders who occupy structural positions as well as other positions at the Universitas Negeri Makassar is varied. Then, the researchers provided a classification of categories in the form of instruments to determine the level of female leaders' motivation through data collection and interviews with officials in the scope of Universitas Negeri Makassar. The instrument as follows:

1) *Things that motivate achievement in work:* After interviewing the leaders who have the position of structural and other positions at Universitas Negeri Makassar using the instruments, then obtained the results as in Table 2.

TABLE II. DATA OF FACTORS INFLUENCE ON MOTIVATION ACHIEVEMENT FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq. (f)	%	Freq. (f)	%	Freq. (f)	%
1	Stay in the current position	153	48	32	41	185	46
2	Responsibility	79	25	26	33	105	26
3	Leadership Support	43	13	5	6	48	12
4	Work atmosphere	29	9	12	15	41	10
5	Facility	15	5	4	5	19	5
	Total	319	100	79	100	398	100

Based on the results of the interview in Table 2, it can be seen that in the first category (Stay in the current position) still has the highest percentage of both male and female officials is 46%, responsibility 26%, leadership support 12%, working atmosphere 10% and facilities have been used in carrying out daily tasks in Universitas Negeri Makassar (UNM) 5%. Thus, officials at UNM are largely comfortable with the positions gained so far.

2) *Leadership support on achievement motivation:* After interviewing the leaders who have the position of structural and other positions at UNM using the instruments, the results obtained in Table 3.

TABLE III. DATA OF ACHIEVEMENT MOTIVATION VIEWED FROM LEADERSHIP SUPPORT ASPECTS FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq. (f)	%	Freq. (f)	%	Freq. (f)	%
1	High	237	74	70	89	307	77
2	Moderate	82	26	9	11	91	23
3	Low	0	0	0	0	0	0
	Total	319	100	79	100	398	100

Based on the results of the interview in Table 3, it can be seen that the leader's support has the highest percentage in providing motivation for achievement for officials in Universitas Negeri Makassar (UNM) both male and female officials/leaders are about 77%, moderate category 23% and low 0%.

3) *Peer support on achievement motivation:* After interviewing the leaders who have the position of structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 4.

TABLE IV. DATA OF ACHIEVEMENT MOTIVATION VIEWED FROM THE COLLEAGUES ASPECT FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq. (f)	%	Freq. (f)	%	Freq. (f)	%
1	High	301	94	69	87	370	93
2	Moderate	18	6	10	13	28	7
3	Low	0	0	1	0	1	0
	Total	319	100	79	100	398	100

Based on the results of interviews in Table 4, it can be seen that peer support has the highest percentage in providing motivation for the achievement of officials in the scope of Universitas Negeri Makassar (UNM) both male and female officials/leaders are about 93%, moderate 7% and low 0%.

4) *Staff (subordinates) support on achievement motivation:* After interviewing the leaders who have the position of structural and other positions at UNM using the instruments, the results obtained in Table 5.

Based on interviews in Table 5, it can be seen that the staff support has a percentage of the highest score in providing the achievement motivation to officials/leaders in Universitas Negeri Makassar (UNM), both male and female is about 69%, moderate 23% and low 8 %.

TABLE V. DATA OF ACHIEVEMENT MOTIVATION VIEWED FROM THE STAFF (SUBORDINATES) SUPPORT ASPECT FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	High	209	66	66	84	275	69
2	Moderate	82	26	8	10	90	23
3	Low	28	9	5	6	33	8
Total		319	100	79	100	398	100

5) *The contribution of achievement motivation of Male/Female to the position achieved:* After interviewing the leaders who have the position of structural and other positions at Universitas Negeri Makassar using the instruments, the results obtained in Table 6.

TABLE VI. DATA OF ACHIEVEMENT MOTIVATION ON POSITIONS OBTAINED FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	High	306	96	68	86	374	94
2	Moderate	13	4	11	14	24	6
3	Low	0	0	0	0	0	0
Total		319	100	79	100	398	100

Based on the results of interviews in Table 6, it can be seen that the position that has been achieved currently has the highest percentage in providing motivation for achievement for officials/leaders in the scope of Universitas Negeri Makassar (UNM) both male and female are about 94%, moderate category 6 % and low 0%.

B. The level of satisfaction of female leaders who occupy positions both structural and other positions in Universitas Negeri Makassar (UNM) on acceptable job allowance.

The level of satisfaction of female leaders who are holding structural positions as well as other positions at the State University of Makassar (UNM) on the acceptable job allowance is also very varied. To determine the level of satisfaction of women leaders then classified the categories in the form of instruments through data collection and interviews to officials/leaders in Universitas Negeri Makassar. The instrument is:

1) *Things affect job satisfaction:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 7.

Based on the results of interviews in Table 7, it can be seen that the most influential factors on job satisfaction for officials at UNM at this time are the need for career development with the highest percentage of both male and female officials are about 30%, salary 23%, Leaders 14%, facilities owned 13%, colleagues encouragement 10% and working atmosphere 10%. Thus, officials/leaders in UNM still really need career development.

TABLE VII. FACTORS AFFECT JOB SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Salary	79	25	17	22	96	23
2	Facility	39	12	14	18	53	13
3	Colleagues	15	5	6	8	43	10
4	Work Atmosphere	33	10	11	14	44	10
5	Leaders	48	15	10	13	58	14
6	Career development	105	33	21	27	126	30
Total		319	100	79	100	398	100

2) *Aspects of Self Improvement Opportunity:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 8.

TABLE VIII. DATA OF OPPORTUNITY FOR SELF IMPROVEMENT FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	High	267	84	63	80	330	83
2	Moderate	39	12	13	16	52	13
3	Low	13	4	3	4	16	4
Total		319	100	79	100	398	100

Based on the results of interviews in Table 8, it can be seen that the opportunity for self-improvement is a supporting factor in the satisfaction of working with the highest percentage for officials in Universitas Negeri Makassar (UNM), male and female officials/leaders are in order of 83%, 13%, and low 4%.

3) *Aspects of security in working:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 9.

TABLE IX. DATA OF SECURITY FACTORS OF SATISFACTION WORK FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	High	218	68	47	59	265	67
2	Moderate	79	25	18	23	97	24
3	Low	22	7	14	18	36	9
Total		319	100	79	100	398	100

Based on the results of the interviews in Table 9, it can be seen that the security factor in work is needed, although in fact there are still sides that need special attention to ensure safety in work. The highest percentage for officials/leaders in Universitas Negeri Makassar (UNM), both male and female officials/leaders is 67%, moderate category 24% and low category 9%.

4) *Aspects of the current salary:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 10.

TABLE X. DATA OF SALARY FACTOR IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Very Adequate	94	68	47	59	265	67
2	Adequate	197	25	18	23	97	24
3	Less Adequate	28	7	14	18	36	9
Total		319	100	79	100	398	100

Based on the results of interviews in Table 10, it can be seen that the factor of salary received by officials/leaders in Universitas Negeri Makassar (UNM) is still included in the category of adequate with percentage of 67%, very adequate category 24% and less adequate 9%.

5) *Aspects of management refer to situation and working conditions:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 11.

TABLE XI. DATA OF WORKING CONDITIONS FACTOR IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Stable	293	92	63	80	356	89
2	Unstable	26	8	16	20	42	11
Total		319	100	79	100	398	100

Based on the results of interviews in Table 11, it can be seen that the working condition factor that is experienced is still stable enough for officials/leaders in Universitas Negeri Makassar (UNM) with the stable percentage of 89%, and unstable is 11%.

6) *An aspect of Current Supervisors:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 12.

TABLE XII. DATA OF SUPERVISOR FACTORS IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Yes	289	91	58	73	347	87
2	No	30	9	21	27	51	13
Total		319	100	79	100	398	100

Based on the results of interviews in Table 12, it can be seen that the existing supervisor factor is considered very important for officials/leaders in Universitas Negeri Makassar (UNM) with 87% saying yes and only 13% saying no.

7) *Aspects of Current office facilities and infrastructure:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 13.

TABLE XIII. DATA OF FACILITIES AND INFRASTRUCTURE IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Very Adequate	267	84	49	62	316	79
2	Adequate	37	12	21	27	58	15
3	Less Adequate	15	5	9	11	24	6
Total		319	100	79	100	398	100

Based on the results of interviews in Table 13, it can be seen that the current facilities and infrastructure in Universitas Negeri Makassar (UNM), strongly supports the performance and working satisfaction for officials or leaders with the percentage of very adequate is 79%, adequate 15%, and less Adequate 6%.

8) *Aspects of communication systems in the office:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 14.

TABLE XIV. DATA OF COMMUNICATION SYSTEM FACTOR IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Accessible	274	86	62	78	336	84
2	Un-accessible	45	14	17	22	62	16
Total		319	100	79	100	398	100

Based on the interview in Table 14, it can be seen that communication system in Universitas Negeri Makassar (UNM) still needs attention, but overall it can be smoothly accessible with 84% and 16% smoothly inaccessible.

9) *An aspect of the current position:* After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 4.16 below. After interviewing the leaders who have structural and other positions in Universitas Negeri Makassar using the instruments, the results obtained in Table 15.

Based on the results of interviews in Table 15 it can be seen that the current position is still considered inadequate in accordance with the results of 55% percentage consider enough/adequate and 45% consider not enough/inadequate.

TABLE XV. DATA OF CURRENT POSITION IN WORK SATISFACTION FOR OFFICIALS/LEADERS IN UNIVERSITAS NEGERI MAKASSAR (UNM)

No	Category	Male		Female		Total (M+F)	
		Freq (f)	%	Freq (f)	%	Freq (f)	%
1	Adequate	179	56	41	52	220	55
2	Inadequate	140	44	38	48	178	45
	Total	319	100	79	100	398	100

C. Discussion of Research Results

The research has been conducted through the data collection of officials/leaders of 15 institutions and faculties in University of Makassar (UNM). The researchers conducted data analysis in accordance with the needs. Factors that affect the work motivation of female leaders as follows.

By considering the educational background and its appropriateness with the position of female leaders in the Environment of Universitas Negeri Makassar (UNM), those were very varied. Officials/leaders who do not fit their educational background with positions were very influenced by several factors both external factors and internal factors such as skills or expertise possessed, personal closeness and others. The level of achievement motivation of female leaders who occupy structural positions as well as other positions at Universitas Negeri Makassar (UNM) is strongly influenced by several factors such as leaders support; colleagues support, staffs and even because the position had been being already as a goal and desire to achieve it. Those factors are becoming the motivation in achievement. The level of satisfaction of female leaders who occupy positions both structural positions and other positions in Universitas Negeri Makassar on the job allowances received varied according to the needs such as the opportunity to self-improvement, the sense of security in work, the amount of salary earned, stable management, supervisors support, completeness of facilities and infrastructure, smooth accessible communication system and position that has been achieved.

IV. CONCLUSION

Based on the research conducted, the following conclusion can be stated as follows:

- Achievement motivation of officials/leaders in UNM is currently influenced by factors: responsibility,

leadership support, working atmosphere, and facilities that can be utilized at work activities.

- Job satisfaction of officials/leaders in UNM is influenced by several things: salary, facilities, colleagues, working atmosphere, leadership support, and career development opportunities.
- Based on the results of data analysis conducted by the researchers showed that the dominant leaders in Universitas Negeri Makassar (UNM) still belong to male rather than a female leader with the presentation of 81% of male leader and 19% of a female leader.

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