Volume 4, No 1 2023

ISSN: 2722-7405

The Effectiveness of Women's Leadership in Implementing Development in Negeri Haria Central Maluku

Sofpia Tuhumury*1, Petronela Sahetapy1, Julia Th. Patty1

¹Department of Public Administration, Universitas Patimura, Indonesia

*Email: sofpia2022@gmail.com

Article Info

Keyword: Ledership, Women, Development, Local Governmet.

Abstract: This research aims to explain the effectiveness of women's leadership in the implementation of development in Negeri Haria. This study is a study that uses qualitative methods and aims to find out the leadership style and inhibiting factors for female leaders in the implementation of development. This research was conducted in the Negeri Haria Central Maluku Regency. Primary data collection is carried out through interviews with a number of informants who are considered directly involved in the process of the effectiveness of women's leadership in the implementation of development in Negeri Haria. The results of this study describe that the leadership style of women used has been going well but is not yet effective, this is caused by a lack of public trust in women's leadership so it becomes an obstacle in the process of implementing development. The results of this research are expected to become reference material for the science of government and public services from the perspective of women's leadership in local government in Indonesia.

Article History:

Received: 05 November 2022 Revision: 23 Desember 2022 Accepted: 19 January 2023 This is an open access article under the $\underline{\text{CC-BY-SA}}$ license.



INTRODUCTION

Village Development is one of the efforts in developing a village inhabited by rural communities with various socioeconomic problems and physical limitations into developed villages (Tran & Nguyen, 2022), with rural communities whose quality of life is the same or not far behind compared to other Indonesian people. Village development is multisectoral because it concerns all people's lives, so village development is not a standalone development but an integral part of national development in the regions. According to Mahmudi (2016), sustainable village development is a development activity that occurs in rural communities triggered by the desire to advance and allows for continuous economic growth accompanied by equity so that in the long run there will be simultaneous effects between economic growth, increased community consumption and savings of local village communities towards empowerment (Mahmudi, 2015). The planning process is carried out with a political approach, which is an elaboration of the vision and mission that has been set out in the long-term village development plan; and a technocratic approach, namely using scientific methods and frameworks by institutions or work units that are functionally tasked with it. The planning method used for village planning is a method that is easy to understand and easy to use by the community. According to Shuida & I Nyoman (2016) rural development is a rural-based development concept by taking into account the social and cultural characteristics of people living in rural areas. Rural communities in

general still have and preserve the local wisdom of rural areas which are closely related to social, cultural and geographical characteristics, demographic structure and village institutions (Nyoman, 2016).

Rostow Village Development Theory (1971) states, that the notion of development is not only in more output produced but also more output than previously produced (Andreoni & Chang, 2019). Village development objectives the purpose of village development as stated in the village law is to improve the welfare of human life and poverty reduction through the provision of basic needs, development of village facilities and infrastructure, development of local economic potential and sustainable use of natural resources and the environment which is carried out by prioritizing the spirit of togetherness, kinship and mutual cooperation in order to realize the mainstreaming of peace and social justice. Rural development is a strategy that allows poor people in villages to get what they want and need for their dri and their children (Astriani & Purnama, 2020).

Development of local economic potential of villages that are not optimal due to lack of access and capital in the production process, management, and marketing of village community products. Village development aims to improve villages and the quality of human life as well as poverty reduction through the provision of basic needs, development of facilities and infrastructure, development of local economic potential, and sustainable use of natural resources and the environment. Village Development Potential According to Rosalina (2012) village potential is an important basic capital for village communities in carrying out village development. The better the quality of village potential, both physical and non-physical, the better the village development will be and vice versa, the worse or lower the quality of village potential, it will result in low quality of village development. In practice, the potential for village development has not been widely identified by the village government and village communities (Rosalina, 2012) This is partly due to the lack of knowledge and competence of the village government and village communities. In relation to the composition and administration of Local Government, after the amendment of the 1945 Constitution of the Republic of Indonesia, village regulation or referred to by another name in terms of its government refers to the provisions of Article 18 paragraph (7) which confirms that "The composition and procedures for the implementation of Regional Government are regulated in law". Through the amendment of the Constitution of the Republic of Indonesia in 1945, recognition of the unity of indigenous peoples is emphasized through the provisions in Article 18B paragraph (2) which reads "The State recognizes and respects the unity of indigenous peoples and their traditional rights as long as they are alive and in accordance with the development of society and the principles of the Unitary State of the Republic of Indonesia, which are regulated in law". Therefore, activities carried out in the community without going through certain processes or stages and carried out sporadically, incidentally cannot be said to be development, even if they get the full support of the local community.

The life of the people of Negeri Haria still adheres to the stigma that is to lead and build a large and broad Negeri Haria needed by men because women are considered too weak and If it is associated with the rampant phenomenon of female figures who then attend and fill public positions as leaders and As leaders there are no laws and regulations

that prohibit women from becoming Kings, Regents, Mayors, Governors, and even Presidents, as long as these women have the ability to be the driving force for their communities to be actively involved in development at every level. Article 28D paragraph (3) of the 1945 Constitution of the second amendment mandates "every citizen has the right to equal opportunity in government" it is clearly stated in the Constitution that women are entitled to equal treatment in government in the sense that women have the right to be leaders therefore not only those who have a great opportunity to become a leader are men. Local government is influenced by social and cultural modality factors, lack of participation by women (Wance & Djae, 2019) strong and decisive leadership (Lebetubun, 2022), community participation and empowerment (Asmanurhidayani, 2020; Kusumahadi, 2012; Sahban, 2016; Setianingsi et al., 2022). The previous findings above give researchers an idea that not many national researchers and social researchers in Maluku are still very minimally carried out.

Development is a process of change in all areas of life that is carried out deliberately based on a certain plan and National development is the development of the people, by the people and for the people, which is carried out all aspects of the nation's life which include political, economic, socio-cultural and security defense aspects. The change of the term village to the country in Central Maluku has legal force and is explained in the Central Maluku regency bylaw No. 1 year 2006 article 1 namely the country is a unit of customary law community of a territorial geneological nature that has territorial boundaries, the authority to regulate and take care of the interests of the local community based on the rights of origin and local customs located in the central Maluku regency which is recognized andrespected in the government system of the Unitary State of the Republic of Indonesia.

The district government currently gives confidence to a female figure to lead the Negeri Haria but in the process of passing the leadership of the official's mother approximately 1 year and 6 months starting from the first on September 22, 2020 Walik Regent of Central Maluku Marlatu Leleury, inaugurated and took the oath of the official Head of the Haria State Government and the second dated April 8, 2021 located at Baileo Soekarno Deputy Regent of Central Maluku, Marlatu Leleury took the oath of office and appointed the acting Head of Government of Haria State. Negeri Haria is only the first time led by women so that the community is very observing and following the development of the Haria State kamajuan, therefore researchers found symptoms from the results of preliminary data collection in the field as follows, namely not a few people complained and also there are still people who doubt the leadership of the female state government head officials in the development process in Negeri Haria .

RESEARCH METHODS

The research method used is descriptive qualitative by conducting data analysis through direct interviews (Vasileiou et al., 2018). Secondary data is sourced from related scientific articles, regulations, online media news. The data obtained must be analyzed in accordance with the specific objectives of the research carried out.

The data needed in this research is collected through observation techniques to see phenomena in the field, followed by conducting interviews if needed to explore certain data (Busetto et al., 2020; Edwards Anne, 2011). It is then reinforced with documentation techniques for tracing documents - written documents are considered to support the problem under study. The data collected from this research is processed and analyzed through descriptive qualitative analysis techniques.

RESULTS AND DISCUSSION

According to Rosalina (2012), effectiveness is the achievement of goals that want to be achieved immediately, so that these goals can run according to expectations or do not go according to established expectations (Rosalina, 2012). Furthermore, Nainggolan (2006) explained that, effectiveness is an ability to choose goals by utilizing a certain amount of facilities (Wance et al., 2020), and infrastructure in order to achieve an organizational goal that has been previously set or in other words the goal or objectives have been achieved according to a predetermined plan (Hakim & Nainggolan, 2006) Development empowerment (Suhu & Wance, 2019), public service accountability (Herizal et al., 2020).

Factors influencing leadership effectiveness suggests that factors influencing leadership effectiveness include personality, past experiences and expectations of the leader, expectations and behaviors of superiors, characteristics, expectations and behaviors of subordinates, task requirements, culture, organizational wisdom and expectations and behaviors (Breevaart & Zacher, 2019). Often leaders who have successfully carried out minor supervision, for example or who value the needs of subordinates' self-fulfillment may choose an employee/employee-oriented leadership style.

To be able to see the conception of leadership there are several terminologies that can be used in terms of the breadth of the substance of the view, then leadership can be seen in a broad sense and a narrow meaning. In a broad sense leadership can be defined as follows: A person who influences the members of the group, a person who influences the members of the organization in many activities, a person who influences the members of the group to participate in his request willingly or unwillingly, the ability of art / art / technique to make a group of people with all their activities follow and obey all their desires in achieving their goals that have been set. To be clear, here is the definition of leadership based on the narratives of experts: According to Astriani & Purnama (2020) each leader basically has different behaviors in leading his subordinates, the behavior of those leaders is called leadership style (Astriani & Purnama, 2020).

Leadership can be formulated as a person's personality that brings a desire to a group of people to model or follow him (Yang et al., 2020), or that radiates a certain influence, a force that is such that it makes a group of people willing to do what he wants (Stokes, 2004). A person who has a good physical condition, has high skills, masters technology, has the right perception, has extensive knowledge, has a good memory, as well as a convincing imagination will be able to lead subordinates. In other words, the leader according to this theory comes from a certain descendant who has the right to be a leader

while other people have no choice but to be the person being led. As the phrase that says "the origin of the king becomes king" which means that the son of the king must have the talent to be a king as the leader of his people. Leadership comes from this legacy also called genetic leadership theory which states that leaders are not made, but are born through natural talents from birth. This freedom gives birth to the dimension of freedom of the leader and followers, the dimension of freedom of the leader is to feel entitled to determine the rights and obligations of the followers, exercise their prerogatives, exercise their proportional and personal powers, the followers are obliged to obey the prerogatives and powers of the leader, delegate decision-making to his followers, and have the right and obligation to punish followers if they do not obey the leader. Meanwhile, the freedom of the follower dimension to use his power in several ways, namely taking initiative, creating and innovating in carrying out his duties, making decisions in carrying out his duties, rejecting the prerogative and power of the leader if it is not in accordance with regulations and feasibility.

Types of Leadership In carrying out leadership functions, leadership activities will take place that show a style of leadership that has three archetypes, namely; First, a leadership style that is patterned on the interests of carrying out tasks, secondly, a leadership style that is patterned on the implementation of cooperative relations, and third, a leadership style that is patterned on the importance of the results achieved. Based on these three archetypes, leadership behavior is formed which is manifested in three main types of leadership (Robert Albanese, 1994), namely:

- a. Types of authoritarian leadership This type of leadership puts power in the hands of one person, the leader as the sole ruler and subordinates are solely the executors of the duties and decisions of the leader. They carry out inspections, find faults and examine people who are
 - considered disobedient to the leader, then those people are threatened with punishment, fired, etc.
- b. Types of free-rein leadership (Laissez Faire)
 - This type of leadership is the opposite of the authoritarian type of leadership, the leader is positioned as a symbol, the leader gives complete freedom to the person being led to make decisions and carry out activities according to their own will and interests. In such a situation, if there is a member who acts to do (informal) leadership that is accepted (obeyed and respected) by members of the organization then the real leader does not work. Laissez Faire is the perception of a leader who is of the view that in general the organization will run smoothly by itself because the members are made up of mature people who have known what the purpose of the organization is.
- c. Types of Democratic Leadership
 - This type of leadership places humans as the main and most important factor in any group / organization. The leader views and places the people he leads as subjects who have a personality with different aspects. Different wills, wills, abilities, fruits of thought, opinion, creativity and initiative are valued and channeled reasonably.

Basically, in every leadership style there are 2 main elements, namely the *element of direction (directive* behavior) and the element of help (*supporting behavior*). While based on personality according to Robert and David (1994) can be distinguished (Robert Albanese, 1994), as follows:

- a. Charismatic leadership style a charismatic leadership style is a leadership style that is able to attract the attention of many people, due to the various factors possessed by a leader that is a gift from God.
- b. Authoritarian leadership style an authoritarian leadership style is a leader style that concentrates all decisions and policies taken from itself in full. All divisions of duties and responsibilities are held by the authoritarian leader, while the subordinates carry out only the tasks that have been given. Leaders who exercise this leadership style also act as supervisors of all the activities of their members and givers of solutions if members experience problems. This authoritarian leadership style sometimes emphasizes to its subordinates not to be a threat, with unreasonable discipline or with unattainable targets. This authoritarian leadership style can be effective if there is a balance between discipline imposed on subordinates and compromises towards subordinates.
- c. Democratic leadership style a democratic leadership style is a leader style that gives broad authority to subordinates. In this leadership, a leader only shows the goals to be achieved, about how to achieve those goals, the decisive member. Only this leader with a white personality can see both sides, clearly. In simple language, a leader who has this type of leadership style is an accomplished diplomator, or a win-win solution.
- d. Moralist leadership style the moralist leadership style is the leadership style that values his subordinates the most. A good leader must be able to exert a positive influence on his subordinates.

The realization of the role of women in having the opportunity to hold leadership roles has an impact that leads to a better impact that the problem of gender equality is characterized by the absence of discrimination between women and men (Tran & Nguyen, 2022). Thus, women and men have equal access to a leadership role. Now women are able to give a voice in participating and control over the development of a better country. Of course, this is a policy in obtaining equality and fair benefits from development. Now is the time for women to come forward and have an important role in leadership.

The existing phenomenon shows that many women have occupied positions as village head leaders, office heads, school principals, company managers, hospital directors, bank directors, as family leaders, and others. Therefore, women's leadership is not only limited in influencing men to recognize their legitimate rights, but must also include their same-sex in order to rise up cooperation to achieve and maintain their dignity and dignity, and women's leadership is not only limited to the household, but also in society (Gipson et al., 2017). According to Natalie Porter and Jessica Henderson Daniel, in the article Nahiyah stated that many of the qualities needed to have effective organizational leadership in the current situation are quality and are generally associated with Transformational Leadership, and are also associated with women Leaders.

Transformational leadership is a type of leadership that mixes or motivates their followers in the direction of goals that are established by clarifying the roles and demands of the task. It is this type of leader who gives consideration and intellectual stimuli that are individualized, and who have charisma (Paustian-Underdahl et al., 2014). In comparison, male leaders are more inclined towards "tendency" leadership, in this way they are more directed to stay awake and behave assertively, if this situation occurs, then they use authority more from a traditional point of view with a tendency to give more direction and advice. The study conducted by Rochelle Sharpe in her book Samuel Pranata stated that women were always more concerned with interpersonal relationships, communication, work motivation, task-oriented, and behaving more democratically than men who were more concerned with aspects of strategic design and analysis. Tri Anggoro Aditya Nugroho and Trias Setiawati stated from her book Kanter that women who lead have the following traits:

- 1. The Mother, where the female leader is considered a mother who takes care of her children so that employees become more sympathetic because they listen and solve problems well.
- 2. The Pet, the female leader is a favorite and becomes the mascot of her employees so that she is considered able to entertain and joke with employees.
- 3. The sex object, the female leader motivates the performance of employees to work more actively, but not based on the commands given but on the encouragement that comes from within.
- 4. The Iron Maiden, a mighty woman leader, wants a position equal to anyone and shows competence in the organization so that she works hard and aggressively.

Constraints of Women's Leadership are women who have a dual nature both as feminine women and have the strength of being firm, tough, and strong in the sense of being able to make the right decisions as men do. Women as leaders not infrequently face many obstacles derived from the cultural attitudes of the objecting society, given that men serve as protectors and heads of the family (Strøm et al., 2014). So are the physical barriers of women who are considered incapable of carrying out arduous tasks. Barriers as women can cause women's leadership potential to be uninhabitable in life, but with the flow of information and communication that is entered and received by women, the opportunity to develop themselves and their leadership becomes wide open.

If women as housewives only serve as creatures who have to give birth continuously, of course, the opportunity to develop themselves is almost confiscated to conceive, give birth and take care of children, but the presence of contraceptives causes many births that can be overcome and even avoided, so that the opportunity to educate children and develop themselves becomes more open (Bakker & Xanthopoulou, 2013). To be able to become a leader for women, it is not easy, especially the abilities that exist in her that are supported by an educational background that is in accordance with the field she will hold, so to become a successful leader there are several basic leadership values, according to Sahban, (2016) as follows: a. relatively higher intelligence than that led b. positive thinking c. social maturity and wide coverage d. be a good role model e. be a good listener f. openness in communicating g. not giving up easily Therefore, women's leadership

everywhere also needs to be given the same opportunities as argued (Sahban, 2016), namely:

- a. Women's leadership in the present and future development era has great potential and role in the political, economic, socio-cultural, and religious development of the nation.
- b. Women's leadership can thrive if women's education can be improved with men's.
- c. Women's leadership must be declared necessary and important to be developed in all areas and for all levels.
- d. Male leaders need to be convinced of the importance of women's leadership, and reassured that women's leadership will not rival the potential of male leadership. But it will actually complement and enrich the male leadership. For this reason, male leadership needs to provide as many opportunities as possible to female leaders.
- e. The government together with women's organizations need to develop a " *master plan*" on how to improve women's leadership in all areas of national and state life.

Thus, that women's leadership serves as a partner of male leadership, and women have a clear share of their participation in nation and state building. Gradually the position and leadership of women will be noticeably the same as that of men, so that there is no longer a gender separation in trying and devoting themselves to development in accordance with national ideals.

RA Kartini's struggle has paid off so that currently women and men have the same position and also have the same rights but it seems that there are still some people who consider women and are not suitable to be a chairman or leader (Putra et al., 2022). The government, especially advocacy parties, must be able to guarantee sufficient political space for women and the victory of women in legislative elections regardless of the status of the person because in essence all people from all walks of life and backgrounds have the right to run and win elections. Here are the steps and policies that can be taken to improve the future of women in their work in politics as follows:

- a. Change perceptions There needs to be a change in people's perceptions of leaders who are female.
- b. Getting into politics can arouse women's interest in politics. It is quite difficult to invite women to enter politics because from the beginning they have never been introduced to politics.
- c. Women's rights The need to protect women's rights because in social reality in Indonesia today there are still many violations of women's rights committed by society, both women and men,
- d. School of Politics The establishment of a political school for women that aims to respond to facts showing women's involvement in politics is not based on political awareness and ability among women. Political education is needed by women who are weak, full of feelings, can only do something light, Indonesia because there are not many women who have an interest in politics and facilitate those who are interested in politics but are confused about where to learn from. An example of facilities that the government can build to support women in an effort to increase

human resources is to create an organization consisting of women and in it there are various agendas, especially discussing political issues.

The importance of public awareness about women's leadership is present and fills public positions for the equality of laiki-men and women (Hoobler et al., 2018). Actually the ability to be a leader in this era is open to anyone including women because women also have self-potential that cannot be underestimated but on the one hand there is still an understanding from society that women cannot lead this large and vast Negeri Haria and there are still many people who idolize the previous King of Men more and for a woman to be a leader it is actually for anyone can if the woman has the ability or skills to be able to become a leader and depending on whether the opportunity exists or not for women to become a leader and so far women still lack trust from society, Women's leadership is true in the leadership of women is weak because the head of the environment and society also feels the level or level of leadership men are more above women's leadership and women's leadership in general has not been able to but if you look at the current situation and conditions that already exist gender and others make women start to appear to lead but the percentage in terms of leadership is still small and In leadership women also have the same rights because women also have the same sense and mind that can advance Negeri Haria just like men and leadership led by a The woman aims to bring about a change from previous male leaders.

Today's world women and men are equal because if you look at women also have the same opportunities and it is impossible for men (Aarons et al., 2014; Day et al., 2014), to always hold roles because women also have the same rights and in Haria now women have been entrusted to lead because now it is advanced no longer existed in the past where women only stayed to guard the kitchen, cook and serve husbands only but now women have equality also even women are now more than men as long as they are given the opportunity.

Women's Leadership Style In An Organization i.e. The style carried out by women leaders uses several good communication patterns such as the actions of female leaders towards subordinates, both visible and invisible by their subordinates, female leaders also describe several combinations such as motivational skills, traits, and attitudes that underlie seseora behavior (Gipson et al., 2017). Women as leaders are also good, because they have a maternal side that is able to lead their people like a mother in the household and when someone is in trouble always Officials Give advice to work encouraging staff to work (Oduol & Kabira, 2018). The leadership of female officials has a attitude like a woman and also motherhood which is always confused and then makes the public doubt because if you want to say a leader she must be firm even though she is a woman who definitely has a more motherly side and conveys something softly but still has to have a firm attitude.

This can be seen from the way officials build trust with their subordinates by being good listeners and female leaders as the mother who says that she knows very well her function as a female leader so that she is able to accommodate complaints and receive complaints from her subordinates and is able to communicate well with subordinates when there are problems so that they are able to find a way out together (Bergel & Brock, 2018; Schroth, 2019). Regarding female leaders as encouragement, especially female

leaders who are considered to have a more gentle attitude or in a seductive sense, sometimes use that so that subordinates are also not too rigid because of a leadership style that prioritizes the interests of the crowd, is full of love and is highly dedicated. Being able to be a good encouragement with subordinates is very important in leading, the application of good communication in encouraging subordinates with good communication as well and more synergistic at work.

Encouragement is very important in women's leadership of subordinates in public office, which according to an explanation from the Staff who said that officials are firm in encouraging but still make their subordinates feel enthusiastic about working. A leader must be able to attract sympathetic subordinates by assuming subordinates are the closest people, so that subordinates can work well without any awkwardness and shyness and organizational goals can be achieved and so far it is quite good to see from the way officials as female leaders consider subordinates as the closest people so that they are not awkward to female leaders and this is positive and constructive to their subordinates.

Officials in the community are kind because he is smart to take the hearts of the community (Smart, 2020), we also as a society sometimes feel as a family with him especially if there is also an emotional closeness to him. Women's leadership with firm indicators exists and according to the official's own mother it is good so that subordinates remain in a good state and disciplined in work. Speaking firmly, officials in society are firm in the sense that strictly speaking, it is not what scares like men are angry, yes because basically the woman he wants to make something is always using the heart so when talking about the heart, the feelings are still not firm because the woman's soul has a side of tenderness without being personally aware that the side is inherent in women. The female leader or head of the Haria State government is personally firm or as the iron maiden in her leadership, but her resolute indecisiveness is not the most assertive because as a woman she still has a firmness that is different from the male leader who tends to be firm but also hard as in the firmness of words.

The inhibiting factor of Women's Leadership in the Implementation of Development (Samuelson et al., 2019), namely the tendency of society that is still influenced by a thick culture, is certainly one of the things that causes the role of women in government to be limited. social, economic, ecological barriers As the Chief Officer of the State Government The woman who leads 6,707 people is certainly the name of the obstacle must always exist. In leading there are obstacles and difficulties faced but that is not a reason to be pessimistic but seeks to minimize and even find solutions together by improving the quality of work and as a KPN official who serves during the covid19 pandemic that has not ended, which of course has an impact on all aspects of people's lives, so still trying to organize / build social life, The economy and ecology of the community, which although there are still challenges faced and continues what has been a previous program and during the Covid19 pandemic, physical development is reduced and even tends to be eliminated but development that is more towards community empowerment is still being carried out.

The inhibiting factors when viewed from the social, economic, ecological side are a little weak in terms of the position of assertiveness that sometimes women are not always

firm and do not want to take decisive steps in leadership for the advancement of development is not the same as men but if we say we should not deny the current problem of the impact of how the government seeks to improve the economy of the community, prospering the community through PKH, BLT, and other social assistance although it is still not 100% optimal and there are definitely challenges but it has been seen that the impact is already there. Factors that hinder socially, economically, ecologically in society, namely the community considers that women are weak so that they cannot become a leader and the lack of public trust in women's leadership and also the obstacle of a female leader is more to the permission of the husband because he also has to take care of the household and also sometimes seen and in the value of educational status for example if the official is not the principal there is no way he can be appointed as an official although he has great abilities because the status of education is also now the standard, for work in the State Government must also be a Bachelor and to become an official must also be an ASN. for example, even if you want to be the Head of the King's State Government, you must also have sufficient education, have experience, the background of life must be clean, not involved in things that make the selling point fall in the community because we are in a society that still prioritizes weights, seeds, bebet and others so if you want to be a leader, you must have some of those things because it is difficult to be a leader in this still traditional society so you must have ability at least has experience so that people can see the evidence that he can lead at certain levels.

In fact, barriers that are social, economic, and ecological in society are still a barrier for women to develop in government because in society there are still many benchmarks that then make the space for women leaders to move limited. The existence of patriarchal culture is still developing and has become a cultural root that views that men have a higher position compared to women. The understanding of patriarchal culture that makes it difficult for women because men want to hold roles because so far those who see that hold roles in Haria are more male people so when new women emerge as leaders it will shake in terms of everyone confused their heads should be women and society idolizes the previous King's father more.

CONCLUSION

The ability to be a leader in this era is open to anyone including women because women also have self-potential that cannot be underestimated but on the one hand there is still an understanding from society that women cannot lead this large and vast Negeri Haria and there are still many people who idolize the previous King of Men and for a woman to be a leader it is actually for anyone can if the woman has the ability or skill to be able to become a leader and depending on whether the opportunity exists or not for women to become a leader and so far women still lack trust from society, Women's leadership is true in the leadership of women is weak because the head of the environment and society also feels that the level or level of male leadership is more above that of women's leadership and Women's leadership in general has not been able to but if you look at the current situation and conditions that the existence of gender and others makes women start to appear to lead but the percentage in terms of leadership is still

small and In leadership women also have the same rights because women also have the sense and mind that can advance Negeri Haria just like men and the leadership led by a woman aims to bring about a change from previous male leaders.

REFERENCE

- Aarons, G. A., Ehrhart, M. G., & Farahnak, L. R. (2014). The implementation leadership scale (ILS): Development of a brief measure of unit level implementation leadership. *Implementation Science*, 9(1), 1–10. https://doi.org/10.1186/1748-5908-9-45
- Andreoni, A., & Chang, H.-J. (2019). The political economy of industrial policy: Structural interdependencies, policy alignment and conflict management. *Structural Change and Economic Dynamics*, 48, 136–150. https://doi.org/10.1016/j.strueco.2018.10.007
- Asmanurhidayani. (2020). Efektivitas Gaya Kepemimpinan Perempuan Di Kabupaten Wajo (Studi Kasus Kepala Badan Pendapatan Daerah Kabupaten Wajo). *Jurnal Ilmiah Administrasi Publik Dan Bisnis*, 2(1), 24–33.
- Astriani, F., & Purnama, I. (2020). Analisis Gaya Kepemimpinan Pada Kantor Camat Asakota Kota Bima. *Inovasi*, 7(1), 42. https://doi.org/10.32493/inovasi.v7i1.p42-51.5443
- Bakker, A. B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. *International Journal of Human Resource Management, 24*(14), 2760–2779. https://doi.org/10.1080/09585192.2012.751438
- Bergel, M., & Brock, C. (2018). The impact of switching costs on customer complaint behavior and service recovery evaluation. *Journal of Service Theory and Practice*, 28(4), 458–483. https://doi.org/10.1108/JSTP-02-2017-0035
- Breevaart, K., & Zacher, H. (2019). Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness. *Journal of Occupational and Organizational Psychology*, 92(2), 384–409. https://doi.org/10.1111/joop.12253
- Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods. *Neurological Research and Practice*, *2*(1), 1–10. https://doi.org/10.1186/s42466-020-00059-z
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *Leadership Quarterly*, 25(1), 63–82. https://doi.org/10.1016/j.leaqua.2013.11.004
- Edwards Anne. (2011). Qualitative Designs and Analysis. In *Doing early childhood* research: international perspectives on theory and practice (pp. 155–175). Routledge. https://www.taylorfrancis.com/chapters/edit/10.4324/9781003115403-11/qualitative-designs-analysis-anne-edwards
- Gipson, A. N., Pfaff, D. L., Mendelsohn, D. B., Catenacci, L. T., & Burke, W. W. (2017). Women and leadership: Selection, development, leadership style, and performance. *The Journal of Applied Behavioral Science*, *53*(1), 32–65.
- Hakim, L., & Nainggolan, N. (2006). Masalah Perlindungan Hukum Terhadap Anak. Jurnal

- Equality, 10(2), 90.
- Herizal, H., Mukhrijal, M., & Wance, M. (2020). Pendekatan Akuntabilitas Pelayanan Publik Dalam Mengikuti Perubahan Paradigma Baru Administrasi Publik. *Journal of Governance and Social Policy*, 1(1), 24–34. https://doi.org/10.24815/gaspol.v1i1.17327
- Hoobler, J. M., Masterson, C. R., Nkomo, S. M., & Michel, E. J. (2018). The Business Case for Women Leaders: Meta-Analysis, Research Critique, and Path Forward. *Journal of Management*, 44(6), 2473–2499. https://doi.org/10.1177/0149206316628643
- Kusumahadi, D. (2012). Efektivitas Pelaksanaan Pemberdayaan Perempuan Dan Dampaknya Terhadap Pola Kesejahteraan Masyarakat. *Jurnal Reformasi*, 2(2).
- Lebetubun, J. (2022). Partisipasi Perempuan dalam Perencanaan Pembangunan di Ohoi Elaar Lamagorang Kecamatan Kei Kecil Timur Selatan Maluku Tenggara. *Journal of Government Science Studies*, 1(1), 28–37.
- Mahmudi. (2015). *Manajemen Kinerja Sektor Publik*. Sekolah Tinggi Ilmu Manajemen YKPN.
- Nyoman, S. I. (2016). Buku Bantuan Pengelolaan Pembangunan Desa Berdasarkan Undang-Undang No 06 Tahun 2014 Tentang Desa. Deputi Koordinasi Pemberdayaan Masyarakat, Desa, dan Kawasan Kementerian Koordinator Bidang Pembangunan Manusia dan Kebudayaan Republik Indonesia.
- Oduol, W., & Kabira, W. M. (2018). The Mother of Warriors and Her Daughters: The Women's Movement in Kenya. In *The Challenge Of Local Feminisms* (pp. 187–208). Routledge. https://doi.org/10.4324/9780429492921-8
- Paustian-Underdahl, S. C., Walker, L. S., & Woehr, D. J. (2014). Gender and perceptions of leadership effectiveness: A meta-analysis of contextual moderators. *Journal of Applied Psychology*, 99(6), 1129–1145. https://doi.org/10.1037/a0036751
- Putra, S. D. E., Awaliyah, S., Sudirman, S., & Balakrishnan, V. (2022). The Rise of Modern Thought in Indonesia: Raden Adjeng Kartini's Radical Thoughts about the Idealism of Inclusive Education and Gender. *Proceedings of the 2nd World Conference on Gender Studies (WCGS 2021)*, 649, 150–155. https://doi.org/10.2991/assehr.k.220304.022
- Robert Albanese, D. D. V. F. (1994). *Organizational Behavior: A Managerial Viewpoint*. Dryden Press.
- Rosalina, I. (2012). Efektivitas Program Nasional Pemberdayaan Masyarakat Mandiri Perkotaan Pada Kelompok Pinjaman Bergulir Di Desa Mantren Kec Karangrejo Kabupaten Madetaan. *Jurnal Efektivitas Pemberdayaan Masyaraka*, 1(1).
- Sahban, H. (2016). Peran kepemimpinan perempuan dalam pengambilan keputusan di Indonesia. *Jurnal Ilmiah Bongaya*, 1(1), 56–71.
- Samuelson, H. L., Levine, B. R., Barth, S. E., Wessel, J. L., & Grand, J. A. (2019). Exploring women's leadership labyrinth: Effects of hiring and developmental opportunities on gender stratification. *Leadership Quarterly*, 30(6), 101314. https://doi.org/10.1016/j.leaqua.2019.101314
- Schroth, H. (2019). Are you ready for gen Z in the workplace? *California Management Review*, 61(3), 5–18. https://doi.org/10.1177/0008125619841006
- Setianingsi, E., Nastia, N., & Basir, M. A. (2022). Partisipasi Masyarakat dalam Program Pemberdayaan Kesejahteraan Keluarga di Kelurahan Wandoka Kabupaten Wakatobi. *Journal of Government Science Studies*, 1(2), 77–85.

- Smart, A. (2020). Expressions of interest: Friendship and guanxi in Chinese societies. In *The Anthropology of Friendship* (pp. 119–169). Routledge. https://doi.org/10.4324/9781003135821-7
- Stokes, J. (2004). the Unconscious At Work in Groups and Teams: Contributions From the Work of Wilfred Bion. In *Communication, Relationships and Care: A Reader* (pp. 315–324). Routledge. https://doi.org/10.4324/9780203494325-85
- Strøm, R. Ø., D'Espallier, B., & Mersland, R. (2014). Female leadership, performance, and governance in microfinance institutions. *Journal of Banking and Finance*, 42(1), 60–75. https://doi.org/10.1016/j.jbankfin.2014.01.014
- Suhu, L. B., & Wance, M. (2019). Pemberdayaan Masyarakat Petani Rumput Laut Di Kabupaten Halmahera Selatan. *Jaournal Of Government JOG*, 4(2), 156–172.
- Tran, N. M., & Nguyen, T. H. (2022). Women's leadership and SMEs' CSR performance: Family versus nonfamily firms. *Cogent Business and Management*, *9*(1), 291–316. https://doi.org/10.1080/23311975.2022.2157973
- Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology*, 18(1), 148. https://doi.org/10.1186/s12874-018-0594-7
- Wance, M., & Djae, R. M. (2019). Modalitas Dinasti Ahmad Hidayat Mus Pada Pemilihan Kepala Daerah Di Maluku Utara 2018. *Sosiohumaniora*, 21(3), 256–268. https://doi.org/10.24198/sosiohumaniora.v21i3.21547
- Wance, M., Muhtar, M., & Kaliky, P. I. (2020). PKM Penyelenggaraan Pemerintahan Dalam Perencanaan Pembangunan Negeri Hila Kabupaten Maluku Tengah. *CARADDE: Jurnal Pengabdian Kepada Masyarakat, 2*(2), 229–338. https://doi.org/10.31960/caradde.v2i2.372
- Yang, C., Chen, Y., Zhao, X., & Hua, N. (2020). Transformational leadership, proactive personality and service performance: The mediating role of organizational embeddedness. *International Journal of Contemporary Hospitality Management*, 32(1), 267–287. https://doi.org/10.1108/IJCHM-03-2019-0244