The Leadership of Female Village Heads in South Dondomon, North Dumoga District, Bolaang Mongondow Regency

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Abstract. This study aims to analyze the Leadership Style of Female Village Heads in South Dondomon Village, North Dumoga District, Bolaang Mongondow Regency. This study uses a qualitative approach, with data collection techniques, namely: observation, interviews, and documents. Sources of structured interview data are the Village Head, Village Secretary, Village Apparatus, Community, and Community Stores. The results showed that the leadership of the South Dondomon Village Head, North Dumoga District, Bolaang Mongondow Regency: a.) The Telling Leadership Style was effective because the village head always gave directions regarding the responsibilities of his subordinates. b). The Selling/Offering Leadership Style is still not effective because it still gives a lot of instructions/directions. c). Leadership Style Participating in making decisions is more due to trying to adjust to needs based on a priority scale, which is very urgent and urgent without overriding the applicable rules. d) Leadership Style Delegating is still not fully effective this is because, in delegating tasks, village heads entrust tasks to their subordinates, and rarely carry out direct supervision.

Keywords: Village Head Leadership, Leadership Style.

1 Introduction

Leadership is an inherent ability of a leader who plays an important role in guiding and determining organizational goals, a leader must be able to influence others in terms of work, where the goal is to achieve predetermined targets. According to S. P. Siagian, leadership is the ability and skill of a person when serving as a leader in an organization to influence the behavior of others, especially their subordinates, to think and act in such a way that they can make a real contribution to the achievement of organizational goals. In general, a leader has a charismatic aura in him, has a clear vision and mission, can control what he leads, and is of course good at communicating. However, the most effective leaders are those who can adapt their leadership style and adapt to various situations [1]

Leaders are the most important factor in moving an organization and a nation. Leaders who have positive character and traits both through speech, style of government, actions, and the programs they arrange. Leaders are the “role models” of the people. However, his ideas, thoughts, and words must be by his actions. We must be able to assess and choose trustworthy leaders, who have integrity, are wise, have morality, are not corrupt, and are more concerned with the fate of the nation.

The competitive era of autonomy and globalization, requires a leader who is truly able to think critically, creatively, and intelligently and can carry out leadership effectively, responsibly, and can motivate and influence the people he leads to make changes in a better direction. good. The ability and success of a leader in influencing others is largely determined by, among other things, the leadership style so that they jointly realize the goals that have been set. A leadership style is the norm of behavior that someone uses in trying to influence others' behavior [2]. So, leadership style is a behavioral norm that becomes a pattern or method used by a leader when influencing others, so that person is willing to follow what a leader wants to achieve goals. Every leader has his way or style, both male and female leaders.

Law No. 6 of 2014 concerning Villages emphasizes that “The Village Head has the task of carrying out government affairs and the interests of the community. The village head is assisted by the village apparatus as an element of the village administration. In carrying out his duties, the Village Head has the authority to lead the administration of the village government and village deliberations to agree on strategic matters. Prepare and submit draft village regulations regarding the Village Budget to be discussed and determined with the BPD, and guide the Village Community to develop community independence and welfare by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the implementation of policies, programs, activities, and...
assistance by the essence of the problem and the priority needs of the Village community [3].

The development of the functions and roles of women or women in all aspects of life and development activities has been carried out, even now women have an important role in the administration of government both at the national level and even at the village or sub-district level. There are already many village heads or sub-district heads in Indonesia who are carried by women. In carrying out their duties as village or sub-district heads, of course, many obstacles must be passed but they still try to provide good service to the community. There have also been many women who have become role models who can become role models or examples for those they lead. The main characteristic of a leader as a good role model is a leader who has a strong character, someone who has high discipline, commitment, honesty, integrity, credibility, care, and the characteristics of a servant. In a broader scope, a leader deserves to be called a Role Model leader when he can think about, utilize and manifest any form of behavior he has to give to others or his subordinates.

This research conducted by Kirwanto shows that the role and position of women in government seem to be increasing. In terms of developing the role of women not only in urban areas but also in all lines of life, they also play a role in strategic positions. One of them is the figure of a female village head who has successfully carried out her duties. This shows that the position gap between men and women can be eliminated. Gender equality which has always been campaigned for has also helped to equalize the roles of women and men in development in various aspects. The disappearance of the gap between men and women in terms of taking access, role, and control as well as benefits will be able to increase the participation of both of them in controlling decision-making in development resources. One of the real impacts is the birth of a female leader in the public sphere [4].

The presence of female leaders can be found in various areas of life, including the Village Head. The duties and responsibilities carried out are no different from the male Village Heads because the basis of reference is the applicable laws and regulations. Law No. 6 of 2014 concerning Villages emphasizes that "The Village Head has the task of carrying out government affairs and the interests of the community. The village head is assisted by the village apparatus as an element of village administration [3]."

Village heads are required to be able to develop their leadership as executors of government responsibilities. In addition, female village heads also have responsibilities as a mother to their children and a wife to their husbands, female village heads can carry out dual roles as village heads and housewives. For this reason, the position of women as leaders cannot be ruled out, their abilities must be recognized and not underestimated.

South Dondomon Village, North Dumoga District, Bolaang Mongondow Regency is one of the villages headed by a woman, who is expected to be able to bring changes in governance and development in the village. However, based on observations, it is shown that in the administration of government affairs and the interests of the community, there is little change. The development program carried out is still stalled and has not been realized as expected. In carrying out his duties as a leader in terms of making decisions less involving subordinates, village meetings are rarely held, and subordinates may only follow and carry out orders. There should be no suggestions and objections from subordinates, so that sometimes the community does not accept the nature and way of leading that is hard, besides that the village head in the Dondomon village still has other busy work outside his responsibilities as a village head so he is rarely seen in the village. Based on the background above, the authors are encouraged to conduct research with the title: "Leadership of Village Heads in South Dondomon, North Dumoga District, Bolaang Mongondow Regency".

2 Research Method

This study uses a qualitative research method because this research is descriptive in nature whose purpose is to describe and analyze how the Leadership Style of Female Village Heads in Dondomon, North Dumoga District, Bolaang Mongondow Regency, therefore this research is focused on the Leadership Style of Female Village Heads. In this study, the data sources were selected purposively (purposive sampling) by conducting in-depth interviews to obtain accurate and clear information related to the issues raised in this case from the village government, as well as the community, then also supported by documents related to the problems studied. When the data has been collected, the data is tested starting from the credibility test (internal validation), transferability (external validation), dependability (rehabilitation), and confirmability (objectivity) [5]. Then after testing the data, the data is analyzed through the following processes: data reduction, data presentation, and conclusion drawing [6].

3 Result and Discussion

Leadership is an inherent ability of a person who leads which depends on various factors, both internal and external factors. Leadership is a person's skills and abilities to influence the behavior of others, both those who are higher or lower in thinking and acting so that behavior that may initially be individualistic and egocentric turns into organizational behavior. Leadership style is the behavior applied by a leader in leading government, private, private, and social organizations, which influence others [1].

Strong leadership will emerge when the leadership system can produce high performance, synergy, and quality. The quality of a person's leadership determines whether or not a person is strong, successful or not and able or not a leader to influence the individuals in the organization he leads. A leader carries out the duties and activities that are his responsibility by the direction and goals that have been set. Based on these directions and goals, a leader makes decisions, so it is not an
exaggeration to say that the presence of a leader in the organization is a must, because leaders have tasks and functions that determine the success of the organization, starting from determining the vision, mission and even strategies in achieving goals [7]. Leadership can be said as a way of a leader directing, encouraging, and regulating all elements in the group or organization to achieve a desired organizational goal to produce maximum employee performance. The increase in employee performance means the achievement of the work of a person or employee in realizing organizational goals. Something

An organization is a form of cooperation between two or more people. Whether it's called an organization or a group, the goal is to achieve something [8].

Based on the data, findings and research results indicate that the leadership style of the Dondomon village head tends to be a situational leadership style which is indicated by trying to provide explanations and instructions, and directions, especially to subordinates who do not / do not understand the duties and responsibilities that must be done. There is a consultation that occurs through two-way communication (leader and led), and there is coordination. In addition to the involvement of subordinates through efforts to participate by providing opportunities for subordinates to participate in expressing opinions, and proposals in meetings/meetings, as well as a delegation of tasks to their main subordinates when the village head is not in place while still exercising control. So it can be said that the leadership style displayed by the Dondomon village head is more directed to the situational leadership style as stated by Paul Hersey, Keneth H. Blanchard, and Dewey E. Johnson.

Various models and styles of situational leadership were put forward by experts including Fred's contingency leadership model. E. Fiedler, suggests how the actions of a leader in certain situations have attitudes, and patterns of effective leadership behavior. Leaders demonstrate their leadership not based on any one pattern of behavior but based on analysis after studying a particular situation. Fred E. Fiedler called the leadership dependent or contingent (contingent). This implies that the style of a leader to be effective must adapt to the people he leads based on the behavior of the task, relationship, and readiness of his followers. Meanwhile, the situational leadership model according to Paul Hersey and Keneth Blanchard seeks to adapt leadership behavior to the demands of the environment. A person's leadership behavior in dealing with groups with individuals who have different levels of ability/maturity [9].

Situational leadership styles according to Hersey, Blanchard, and Johnson leadership styles are: a. tell (telling); b. sell (selling); participation (participating); and D. delegate (delegating) [9].

### 3.1 The Telling/Directing Leadership Style

The 'telling' leadership style is a leadership style that is said to be a leader who does not trust his subordinates and gives many directions to subordinates to do everything that needs to be done regardless of the relationship between the leader and his subordinates. Leaders identify problems, make decisions and determine actions that need to be taken alone. This kind of leader does not think about the feelings and views of others on the decisions he has made. By followers who have a low level of willingness For example A manager will be more direct and tell what his subordinates need to do from A to Z. This theory also has similarities with the theory put forward by Hutahaean and SE regarding the Instructive leadership style, namely leader behavior. Those who are high in direction and low in support are referred to as instruction because this style is characterized by one (1) way communication, the leader defines the roles of followers and tells them what, how, when, and where to perform various tasks [1].

Research conducted by researchers in Dondomon Village about women's leadership styles leading to situational leadership styles is due to the results of interviews and existing findings. The characteristics of the telling leadership style can be seen in the behavior of their duties with the instructions and directions given by the female leader, in this case, the Dondomon village head is related to the tasks that must be done.

When viewed in the process of giving direction, it can be said that for the effective implementation of tasks, the Dondomon Village head seeks to provide direction according to the duties of each subordinate, showing that the village head gives direction or instructions to subordinates in the hope that subordinates can understand their duties and responsibilities, and carry out their duties. properly by existing regulations. The firm attitude shown by the female village head is intended so that her subordinates carry out their respective duties properly. According to Hutahaean, the leader acts as a communicator who determines what (content of the order), how (how to do it), when (time of execution), and where (where to work) so that decisions can be realized effectively. In other words, the function of the person being led is only to carry out the leader's orders. Meanwhile, according to Hadari Nawawi, leaders function as what (contents of orders), how (how to do orders), when (time to start, carry out and report the results), and where (place to do orders) so that decisions can be realized effectively. So that the function of the person being led is only carrying out orders [1].

### 3.2 Selling Leadership Style

The 'selling' leadership style shows a high relationship in terms of problem-solving and the relationship with subordinates is a meeting as an organization. The leader will explain more about his opinion to get support than followers. In this leadership style, decisions are still made by the leader and then explains more about his opinion to get support than followers. In this way, followers understand what is assigned and are willing to carry out the task. According to followers who are classified as low – modest in terms of the level of readiness. For example, A manager is usually seen as a social approach to leading a group or more for an open discussion. The same thing is also associated with the
Consultative leadership style theory written by Hutahaean, namely the behavior of leaders who are high in direction and high in support is referred to as consulting because in using this style, leaders still provide a lot of direction and still make almost the same as decisions, but this is followed by promoting two-way communication, and supportive behavior, by seeking to hear followers' feelings about the decisions made, as well as their ideas and suggestions [1].

Based on the findings of the research, women leaders, in this case, the Dondonom village head, still gave a lot of instructions/directions, especially when it came to their duties as village officials, followed by two-way communication, and tried to provide support and listen to input from subordinates. However, control is still exercised and decision-making rests with the leader. Because leaders still provide a lot of direction but also try to improve two-way communication by trying to listen to their followers.

### 3.3 Leadership Style Participating

The leadership style (involving) is seen in the behavior of leaders who focus more attention on the quality of relationships and pay less attention to completing tasks. Leaders who pay more attention to the quality of relationships and demonstrate task completion. Leaders solicit reactions and views from followers before making a decision. However, the decision is still in the hands of the leader. It is suitable for followers who have a readiness level between simple to high. According to Hutahaean, the participatory leadership style, namely the behavior of leaders who are high in support and low in direction, is referred to as participation, because the positions of control over problem-solving and decision-making are held interchangeably. With the use of this triple style, leaders and followers exchange ideas in problem-solving and decision-making [1].

In the communication process for women village heads in dondonom village, according to the results of researchers in the field, communication between superiors, subordinates, and the community has been able to run well although there are still some shortcomings or communication occurs if there are meetings and meetings between superiors and subordinates and even the community itself. According to Garry Yukl, leadership is an interpersonal influence that is carried out in a certain situation and is directed through a communication process towards the achievement of one or several specific goals. In making decisions the village head makes and determines them himself without first communicating with his subordinates so that subordinates must adjust to the program that is the priority of the village head [10]. Contrary to the theory from Hutahaean & SE which says that in the consultative function the leader uses the consultative function as a way of two-way communication to establish a decision that requires consideration and consultation from the people he leads [1].

The characteristic of the participatory style is that the leader provides opportunities for subordinates by facilitating decision-making. The values of togetherness are emphasized more than individuals. According to Wirawan, in this participatory leadership style, the characteristics of the relationship behavior are above average, while the task behavior is below average. And leaders seek to share ideas with followers and facilitate decision-making [9].

Structural participation is needed, especially before making decisions, so that studies can be carried out according to procedures, in addition to the need for coordination. Input from subordinates needs to be reviewed based on the rules so that it has a supportive legal umbrella. The participation of various parties in decision-making for a common goal is a better thing. Subordinate participation is important because participation causes subordinates to be happy to cooperate with the leader. Involve subordinates as a consequence of the task to increase commitment and motivation. Encourage subordinates to provide input, but also actively listen to what subordinates have to say. Leaders who can provide positive influence so that subordinates voluntarily follow what is desired, but do not control subordinates based on the position of authority they have.

Based on the findings and results of the analysis of the problem, it is indicated that the leader (Village Head) in the meeting/meeting seeks to provide opportunities for subordinates and the community to submit opinions or input, or suggestions. These inputs are discussed/assessed together in village meetings before making a decision. However, not all inputs can be realized by the expectations of all parties. The Village Head's decision is taken based on considerations and joint studies in village meetings. Village decisions become joint decisions to be followed up.

Thus, it can be said that the firmness of the village head as a leader (woman) in making decisions, is more due to trying to adjust to needs based on a priority scale, which is very urgent and urgent without compromising the applicable rules. This means that the applicable rules are used as the basis for acting by a female village head as a leader so that every action taken does not conflict with the applicable provisions because it has a clear legal basis or umbrella.s.

### 3.4 Leadership Style Delegating (Delegating)

The leadership style from the delegation aspect is a style that provides more opportunities, responsibility, and decision making as well as the implementation of activities to subordinates. Effective leaders will give confidence by delegating tasks and activities to subordinates to make decisions, and try to provide support by listening and evaluating each delegated activity. The 'delegating' leadership style shows a high level of trust from the leader in his subordinates and gives subordinates confidence to do their work with little direction and very little interpersonal relationship. The leader identifies the problem, outlines guidelines, limits, and conditions for action, and leaves it to followers to make decisions. Even though the authority has been delegated, the responsibility and accountability for the decisions made still rests with the leader. Hutahaean suggests that the behavior of leaders who are...
low in direction and low in support is referred to as delegation because the leader discusses the problem together with subordinates so that an agreement is reached on the vision and mission of the problem which is then delegated to the entire decision-making process to subordinates [1].

Not all authority and duties of the village head can be delegated or delegated because delegation must comply with applicable regulations. From the research findings on the delegation of tasks to subordinates, it was revealed that the process of the delegation was carried out by women leaders in this case the village head directly, fully, and completely, but by continuing to control although not directly / not strictly. The village head in dealing with problems discussed together with his subordinates. But it also seeks to give freedom and trust to subordinates when there are delegated tasks, by providing opportunities for subordinates to decide problems related to the duties and responsibilities faced by each, including decision making. Supervision is directly submitted to subordinates (Village Secretaries), while the Village Head conducts monitoring through accountability reports on the implementation of duties as a form of indirect control from the village head.

The village head delegates all tasks to the village secretary if the village head is busy with other activities, even so, the village head continues to supervise indirectly if it is drawn according to the data found that the leadership of the dondoman village head is included in one of the attitudes of a situational leader. The village head continues to supervise by giving responsibility to the village secretary or others to carry out supervision even though he rarely supervises directly but the village head still controls every task from his subordinates. According to the theory of Hutahaean & SE in the control function, the leader can guide, direct, coordinate, and supervise the activities of its members [1].

From all the data that can be accumulated and presented, it can be concluded that the leadership style of the female village head in Dondomon village tends to be situational because it is associated with certain situations. Where at certain times shows behavior that gives a lot of instructions/directions but does not provide support, at other times gives direction but with support. Then in other situations provide high support but low direction by involving other people before making decisions; but also the village head as a leader delegates decisions and responsibility for carrying out tasks to his followers/subordinates while still exercising control, although not strictly through accountability reports from the delegates (recipients of delegation) to delegates (givers of delegates).

4 Conclusion

The Leadership Style of Female Village Heads in Dondomon, North Dumoga District, Bolaang Mongondow Regency tends to be a situational leadership style which is indicated by trying to provide explanations, instructions, and directions, consultations that occur through 2-way communication, coordination, involving subordinates to express opinions, and lastly there is a delegation of tasks to subordinates.

1) If seen in the process of giving direction, it can be said that for the effective implementation of tasks, the Dondomon Village head seeks to provide direction according to the duties of each subordinate, indicating that the village head gives direction or instructions to subordinates in the hope that subordinates can understand their duties and responsibilities, and carry out their duties properly by existing regulations.

2) Based on the research findings of women leaders, in this case, the village head of Dondomon still gives a lot of instructions/directions especially when it comes to tasks as village officials followed by two-way communication, and seeks to provide support and listen to input from subordinates.

3) Thus it can be said that the firmness of the village head as a leader (woman) in making decisions, is more due to trying to adjust to needs based on a priority scale, which is very urgent and urgent without overriding the applicable rules, the female village head as the leader, so that every action taken does not conflict with the applicable provisions because it has a clear legal basis or umbrella.

4) The village head continues to supervise by giving responsibility to the village secretary or others to carry out supervision even though he rarely supervises directly but the village head still controls every task from his subordinates.

Acknowledgments

Research and membership at the International Conference on Social Science (ICSS) of 2022 can be held with financial assistance from the Faculty of Social Science, Universitas Negeri Manado, Indonesia.

References

