

Decision-Making of Women Leaders in Government Organizations

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Abstract. This study aims to determine how the decision-making style of women leaders in government organizations in Manado City. Using a descriptive qualitative approach with the type of case study. Data collection is done through observation, interviews, and documents with triangulation. Data analysis uses an interactive model from Miles and Huberman. The results of the study show that in making decisions, female leaders use normative rules as a reference for action. In general, female leaders, at certain times try to give directions/instructions, involve subordinates, and there a delegation of tasks. Women leaders also have a firm attitude, tend to be strict, very disciplined, and dare to act in very urgent situations to enforce rules for the effectiveness of carrying out their duties. But at a certain time, they can act very meticulously, informatively and communicatively, also responsive and flexible, gentle, friendly, and considerate to subordinates but still authoritative, so that the instinct of a mother radiates in female leaders.

Keywords: Women's Leadership, Decision Making Style, Governance Organization.

1 Introduction

When the war drums are beating to fight injustice against women, women observers continue to look for solutions that can motivate women to appear in the public sector, including occupying leadership positions, with the belief that women have the potential and skills to be in that position. If we look at the proportion of women in leadership positions based on population, it can be categorized as still relatively low and far from the target. The fourth amendment to the 1945 Constitution mandates justice and equality between men and women to increase public awareness of their rights and obligations. With the gender equality movement, women's leadership in government has received a positive response and people who think negatively about women leaders have begun to be educated. Even the government is trying to provide opportunities for women to advance a gender perspective, although in reality, it has not fully resolved the problems due to the bias of gender construction in society. Women's problems for various reasons that make them marginalized because they think men are superior, including in the world of work have not completely disappeared.

Today there are still women who are shackled amid a society that prioritizes men by placing women as second-class citizens and their existence is not taken into account so that it hurts women which makes them accept the situation as a fate that must be lived and make less effort to change it with achievements. Some lack

confidence in their abilities and are afraid to take the wrong step. Sometimes they even think that they are not capable of leading even though they are considered academically to have adequate abilities and skills. This situation makes them less likely to see leadership as a reliable future.

Based on this phenomenon but also the fact that women actually have the same contribution and skills as men in terms of leadership, especially when opportunities are available for women, the positive contribution is increasingly evident in terms of leadership. Barriers to leadership due to criticism ranging from femininity to leadership style should be faced and equipped with various skills and manage them creatively. Because for Selena Rezvani "women's natural leadership style is seen as a perfect complement in today's era....that requires a leader who has a mix of hard and soft leadership [1]. So, the contribution of an organizational leader regardless of its form, whether government or private organizations will determine the success or failure of the organization. This means that the presence of a leader in an organization becomes an important element and determines the survival of the organization, as well as the progress of the organization. The importance of leaders for organizations is well understood, therefore Davis, as emphasized by Hicks and Gulet [2] that "leadless" an organization is just a jumble of people and tools. With a leader, the potential that exists can be realized in practice leading to organizational success". With leadership skills in influencing, it makes people who are led motivated to

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use all available capabilities to jointly realize goals. The position of a leader becomes increasingly important because of the responsibilities that are carried out in bringing the organization leadership is the process of influencing others to understand and agree on what needs to be done and how the task is carried out effectively, as well as the process of facilitating individual efforts and collectively to achieve common goals" [3]. Leadership in this case is an activity of influencing from one person to another, trying to facilitate every activity carried out by individuals or groups to be effective so that the goals that have been set together are achieved.

Developments and changes that are very rapid, fast and complex are challenges that must be faced and cannot be avoided by a leader. Therefore, it is very important for organizational leaders to have adequate abilities to be able to direct and influence the behavior of the people they lead towards goals. A leader in a government organization is a person appointed by an authorized official to fill a certain position. Have employees who carry out their duties and functions based on applicable regulations. And the leader is a figure who really determines the achievement of organizational goals so that they are required to have the abilities, capabilities and competencies that can really support their duties and functions.

One of the functions of organizational leaders is to make decisions. Decision making is a problem analysis process by identifying various alternatives, determining the best alternative in solving problems, making decisions and evaluating [4]. So decision making is an important element of leadership in choosing among the alternatives that exist to be implemented. But the quality or not of a decision cannot be separated from the decision-making style. And every leader has a different way or style of decision making with others.

There are different styles of decision making, according to Thoha [5] The basic styles of leadership in decision making include: instruction, consultation, participation and delegation styles. However, the accuracy of alternative selection and the decision-making process will have implications for the quality and outcome of the decision. A. J. Rowe and R. Mason introduced a model of decision-making style based on two dimensions, namely a) value orientation; and b) tolerance of ambiguity (tolerance of ambiguity). If the two are combined, resulting in four styles of making decisions: a) The directive style. Have a tolerance for ambiguity and when making decisions are task-oriented and technical: b) Analytical style. In this style, people act very carefully by making various information as alternatives and considerations in making decisions; c) Conceptual style (conceptual) People with this style have a tolerance for ambiguity and focus on people or social aspects of work situations, but also tend to be indecisive in making decisions; and d) Behavioral style, more people-oriented, can work well, have social interaction, and are supportive [4] The basic styles of leadership in decision making include: instruction, consultation, participation and delegation styles. However, the accuracy of alternative selection and the decision-making process will have implications

for the quality and outcome of the decision. A. J. Rowe and R. Mason introduced a model of decision-making style based on two dimensions, namely a) value orientation; and b) tolerance of ambiguity (tolerance of ambiguity). If the two are combined, resulting in four styles of making decisions: a) The directive style. Have a tolerance for ambiguity and when making decisions are task-oriented and technical: b) Analytical style. In this style, people act very carefully by making various information as alternatives and considerations in making decisions; c) Conceptual style (conceptual) People with this style have a tolerance for ambiguity and focus on people or social aspects of work situations, but also tend to be indecisive in making decisions; and d) Behavioral style, more people-oriented, can work well, have social interaction, and are supportive.

2 Research Methods

The approach used in this research is descriptive qualitative that focuses on the decision-making style of women leaders in government organizations in the city of Manado. Data sources include primary and secondary data sources. Primary data sources obtained from observations and interviews. Informants are selected based on certain criteria and characteristics that can answer the problem according to the research objectives. Includes: section heads, heads of departments, employees and heads (heads of departments/agencies). Meanwhile, secondary data sources were obtained through the study of related documents. The data analysis technique uses the Miles and Huberman interactive model.

3 Result and Discussion

The presence of women in public spaces is unavoidable. Although the representation is not comparable to that of men, let alone to occupy the top position. Scientifically, women have adequate capabilities and capacities so that women's voices are increasingly heard. Women who occupy important positions in Manado City government organizations can be found at various levels, both top, middle, and bottom. At the top level, in this case the Head of Service or Head of the Agency, while the middle level is the head of the section/field. There are seven Dinas which are managed or led by a woman. However, this does not mean that the struggle against obstacles is over, because obstacles still exist and continue to loom.

Constraints faced include there are still women/female employees who lack confidence in their own abilities so that performance is not optimal, fear of failure, lack of motivation and some even try to distance themselves from the opportunities available at work even though their educational background supports them. According to Rowe as explained by Kuntjara [7] that the reasons why women find it difficult to achieve performance like men in the workplace are: (1) low self-motivation; (2) anxiety for success (3) low capacity; and (4) the presence of external factors.

This condition also causes women to be considered still unable to compete with men. Moreover, problems in the world of work are often associated with gender and culture, with an emphasis on jobs that are difficult for women to do. Whereas women and men have different interests and needs, meaning that men cannot represent women. Therefore, in order not to be shackled by circumstances, the role of a leader or superior needs to educate and motivate employees so that they can excel in their fields by maximizing their skills and knowledge as a form of contribution. Because when women are not ready, the labeling of men and women in the workplace makes it more difficult for women and less likely to occupy leadership and important positions, including in the world of work. Broad skills and knowledge are the main keys in helping women to be more effective so that they can slowly position themselves to lead. Because being a leader has very complex duties and responsibilities, including making decisions. Therefore, a leader must properly understand the problems at hand, so that the decisions taken are appropriate and of high quality, because the leader's decision is a framework for employees to take action.

Basically, the level of education really supports the knowledge and skills of a leader in decision making, as well as for employees at government agencies/institutions of Manado City. Human resources are one of the most important elements for the sustainability of the organization. They are assets that need to be given various knowledge and skills in order to improve the performance and quality of services to the community/public. They are "the people who work in the organization". In accordance with his capacity, a leader has the obligation and responsibility to manage organizational resources to be effective and efficient in order to achieve organizational goals. One of the goals of government organizations is to provide services to the public.

Public service responsibilities must be supported by adequate, competent and professional employee resources. The human/employee element is an organizational resource which if maintained and developed properly and continuously will become a resource whose strength exceeds other physical elements. If it is not properly aligned and no improvements are made, it becomes the number one factor in organizational collapse [8]. Along with the times, the dynamics of people's lives have changed in such a way that it encourages officials/managers to continue to improve, not only trying to improve the quality of services according to the demands and expectations of the community, but also need to improve their quality, including through formal education. The logical consequence is that leaders are resources who must be able to use their expertise to demonstrate competitive advantage as professionally as possible. The professionalism of a public leader cannot be separated from his work in government or public organizations.

The holders of positions in Manado City government institutions (Head of Service/Women's Agencies) are generally based on job descriptions. Have sufficient competence and quality in carrying out their

duties and functions. Job descriptions are very important for the analysis of positions of leadership/government officials. With a clear job description, it can help leaders and employees to understand what their duties and responsibilities are in the organization. "Position description is the basic raw material in the management of ASN employees" [9], Therefore, it needs to be regulated in a structured manner that makes it easier for the parties, especially in placing them in a certain position so that they are in line with the expectations of Law Number 5 of 2014 concerning State Civil Apparatus and PPRI Number 20 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Management of Civil Servants. Civilian includes decision making that must be carried out by a leader (regardless of male or female leaders). The decisions taken must of course meet the requirements that are rational, understandable and realized according to the objectives, so that in the end it can improve the performance and quality of work of ASN employees. This is closely related to the decision-making style of a leader. The decision of a good leader will have an impact on service performance and quality service performance can strengthen public trust, not only on the performance of leaders but also on organizational performance in general.

Leaders are people or individuals who are in a group and have influence over other group members. One of the duties and functions that must be carried out by a leader is making decisions. Decision making is an important and inseparable aspect of the duties and functions of leadership. There are various patterns, ways or styles of leadership in decision making, ranging from instructional styles to participation and delegation styles. A leader can be successful in one organization, but not necessarily in another. A good leader must be able to understand correctly how to behave and act and put the type or style of leadership in making decisions that are appropriate for the situation.

To find out how women's leadership styles are, the author examines based on findings from Manado City government agencies, especially those headed/led by a woman. The results of the study indicate that women who position themselves as leaders generally have a broad educational background and insight (at least a master's degree) equipped with experience, adequate skills and broad insight with high self-confidence, as well as readiness when given the opportunity to advance. The assignment of roles to women whose presence continues to be considered has convinced many people that women have abilities that are no different from men. These female leaders show a very firm attitude, even tend to be strict with high discipline, and have the courage to act in very urgent situations related to the tasks that must be carried out. And in carrying out the leadership function as decision makers, they make the rules as a reference for action. At certain times, they can act very meticulously, informatively and communicatively, but also responsive and flexible as well as gentle and caring for their subordinates, so that the instincts of a woman that are inherent in these female leaders radiate. In addition to paying attention to the tasks delegated through the task reports of each field.

Basically, these leaders still have a friendly attitude like women in general, but remain authoritative. Normative rules become the main focus in carrying out duties and functions, as well as when instructing tasks to subordinates. Discipline, decisive action, and the courage to make procedural decisions are efforts to enforce the rules as well as for the effectiveness of the implementation of tasks. However, he still tries to make himself a role model or model to comply with applicable regulations. It is widely believed that a leader is a person who has skills, abilities, experience, abilities, and other advantages that others do not have, but also has a strong character, high morality, integrity and quality that supports individual performance so that it has an impact on organizational performance. public/government institutions they lead.

The decision making of women leaders in Manado City government organizations tends to be in the style of consultation and participation as stated by Thoha [5]. Leaders in this case always provide directions while maintaining communication, ready to listen to any input from subordinates. In terms of Rowe and Mason's views [4] refers to an analytical decision-making style and a behavioral style. Analytical style because of the attitude of tolerance and seeks to consider available information and alternatives. The existence of support for subordinates by paying attention can build communication with subordinates or known as consultation. Meanwhile, the relationship between superiors and subordinates shows a pattern of leader behavior that is low in direction and high in support, which is referred to Thoha 's participation [5] and behavioral Rowe and Mason; [4]. It is said so because of the position of control over problem solving and decision making alternately. Two-way communication, as well as the responsibility for problem solving and decision making are partly with the subordinates, because subordinates are considered to have the ability to make decisions and carry out their duties. There is an opportunity for subordinates to express ideas, opinions or suggestions, so that a good relationship is established between those who lead and those who are led.

Basically, female leaders make rules as a foundation so that they automatically invite them to act and be firm. Being assertive does not have to be authoritarian, but because the rules require obedience. Firmness in this case is more related to the rules and areas of duty carried out, without neglecting the relationship with those who are led. Assertiveness is closely related to the conscientious attitude of a leader. While the involvement of subordinates in decision making by providing opportunities and listening to input in the form of ideas or suggestions, it is possible to improve the quality of a decision, especially when subordinates have information and knowledge that the leader does not have, so they are willing to work together to find the best solution. Involving employees/subordinates in the decision-making process is a very meaningful part to foster self-confidence, a sense of pride, a sense of belonging because they are valued so as to allow motivation to grow to implement every decision.

4 Conclusion

Based on the analysis of the results description and research discussion, it can be concluded that women leaders in Manado City government organizations tend to use a participatory and delegative decision-making style, but without having to ignore instructions and consultations. Because between leaders and subordinates are very informative and communicative, every problem is discussed together with subordinates, while the decisions are left to subordinates with little direction and control from the leadership related to implementing the results of decisions through accountability reports from each section.

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