

IDENTIFICATION WOMEN LEADERSHIP STYLE IN MALANG COOPERATIVE

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Abstract

Nowadays, both small and large organization scale, needed someone who led the way business. Generally a leader is a male, because according to the culture and religious views in Indonesia a man can become a leader or a priest. Leader must have a firm nature that is not owned by women. However, in the era of technological development is also increasingly existing then a leader could be occupied by women. Women can also be a leader by getting a more decent education also possesses the leader qualities. Based on that phenomenon, the purpose of this study is to identification women leadership style that existed in the Malang Cooperative. This research uses qualitative research with phenomenology approach. Subjects in this study are 3 informants consists woman leader in Mitra Usaha Savings and Loans Cooperative, Mirah Rejeki Savings and Loan Cooperative, and Garuda Jaya Savings and Loans Cooperative. Based on the results, most of woman leader in cooperative have feminine-transformational leadership.

Keywords: Woman Leader, Feminine Leadership, Transformational Leadership

Background of Study

In establishing a business, both small and large scale, needed someone who led the way business. The leader is someone who uses his authority and leadership to direct others and is responsible for the work of that person in achieving a goal (Hasibuan, 2011). Leadership involves a profound relationship of influence, which occurs among people who want significant change, and the change reflects the common goals shared by the leader and his followers (subordinates). Influence in this case means the relationship between leader and follower so as not to be passive, but a reciprocal and non-coercive relationship. Thus, leadership itself is a process of mutual influence. The leader affects the underlying, vice versa.

Effort to improve the employees' performance in addition to internal control of the company, leadership style also needs to be considered. The ideal leader must have a good leadership style so as to improve employee performance. The style of leadership is very important in the process of inviting, influencing and moving the activities of group members for organizational goals can be achieved.

Generally a leader is a male, because according to the culture and religious views in Indonesia a man can become a leader or a priest. Leader must have a firm nature that is not owned by women. However, in the era of technological development is also increasingly existing then a leader could be occupied by women. It is undeniable that today women can also equate themselves with men. Women today can work like men, but are looked after for a living. Women can also be a leader by getting a more decent education also possesses the leader qualities.

Women leaders today use a feminine leadership style supported by a transformational leadership style (Rosintan & Setiawan, 2014). The leadership style currently applied by the leader has done well. This is evidenced by the authority of leaders. However, as a leader who also adopts a transformational leadership style must also be supported by the attitude of innovative and creative leaders. This is because within the company, an innovation and creativity

is needed to keep maintaining the existence of the company and to keep up with the fast growing times (Rosintan & Setiawan, 2014).

Based on the discussion held by Menteri Negara Koperasi dan UKM RI (2006), there are two aspects about the role of women in cooperatives should be encouraged for several reasons as follows:

1. The role of women in improving the welfare of themselves and their families. This means that there is a large role women in poverty alleviation.
2. Women need to empower themselves (self-actualization) in order to take a greater role outside her position as a housewife.

Based on that phenomenon, the purpose of this study want to know and analyze women leadership style that existed in the Malang Cooperative because women's leadership is still considered unusual by some people, women are considered not to have the soul of a leader and can not protect her subordinates.

Literature Review

Leadership

Leadership is a matter of relationship and influence between the leader and the led. Such leadership arises and evolves as a result of automatic interaction between leaders and individuals led by interpersonal relations. "This leadership can be the basis function of the leader's power to invite, influence, and move others to do something to achieve a certain goal that has been agreed" (Kartono, 2011).

Leader

Kartono (2011) states that a leader is a person who has special skills, with or without official appointment can influence the group he leads to cooperate in achieving the target set. Meanwhile, according to Fairchild as quoted by Kartono (2011) states that the leader is a person who leads by regulating, directing, controlling power efforts, and the position of others on social behavior.

Typical of Female Leadership Style

In general, the female leadership style is divided into two, namely, the feminine-masculine leadership style and the transformational-transactional leadership style. In fact, not always two styles of female leaders, a female leader may have a combination of the two styles because they adapt the characteristics or demands of the job (Situmorang, 2011). Four leadership styles, among others:

1. Masculine Leadership Style

The masculine leadership is a power-over leadership whose meaning of leadership style accentuates the power to lead his subordinates. According to Engen, Rien, et al. in Situmorang (2011), the masculine leadership style has two most prominent dimensions:

a. Assertive

According to Reid (2000), the behavioral framework of the assertive consists of: Expressive, They understand their rights, Can control emotions, Can compromise with others, In relationships they choose a mutually beneficial relationship.

b. Task oriented

According to Bass in Situmorang (2011), the behavioral framework of the task oriented consists of: Providing optimal work facilities for maximum results, Focus on structure, rules, and tasks, Producing desired results is a priority, Emphasis on goal setting and a clear plan for achieving that goal, Using a reward-punishment system

2. Feminine Leadership Style

According to Altintas and Altintas (2008), feminine leadership consists of four elements, namely:

a. Charismatic or value based

Female leaders may exhibit transformational leadership attributes. Charismatic behavioral framework consists of: 1) Visionary that leader have forward views (plans ahead), 2) Inspirational Leaders are people who are confident, enthusiastic, and motivational.

b. Team oriented

Female leaders act more democratically and collaboratively than male leaders. The behavioral framework of the team oriented consists of: 1) Collaborative team orientation is a leader who is group oriented, collaborative, and loyal, 2) Team integrators ie leaders are people who communicative and coordinate within the company.

c. Self-protective

Female leaders have more orientation based on the relationship and low selfishness in the organization. The self-centered behavioral framework of self-centered leader is: 1) Self-centered is a leader who is not easy to socialize (asocial) and non-participative, 2) Procedural or bureaucratic ie leader is a procedural and formal person.

3. Transactional Leadership Style

According to Prajogo (2003), transactional leadership consists of the following elements:

a. Contingent reward

The role of contingent reward is manifested in the form of rewards for employees who work as expected in the work procedure. The contingent rewards behavioral framework consists of: the leader recognizes the employee's performance, the leader rewards the employee with the achievement, the leader is able to identify the reward form in accordance with the type of work that is charged, the leader tells what the employee will get if they succeed in doing the work given.

b. Active management by exception

Active management by exception includes supervisory and corrective action to ensure that work is working. In this case, an active boss searches for or catches errors occurring within his or her division for continuous improvement (Lensufiie, 2010). Behavioral framework of active management by exception: The leader often closely watches the work done by the employee to avoid mistake and the leader corrects the employee's error.

c. Passive management by exception

According to Avolio and Bass (in Mujiasih and Hadi, 2003), the behavioral framework of passive management by exception is that: the leader does not exercise strict supervision, but simply waits for all processes in the task or job to be completed, the leader intervenes, criticizes and corrects after errors occur and agreed standards or targets are not met.

4. Transformational Leadership Style

According to Prajogo (2003), transformational leadership consists of four elements, namely:

a. Charisma (Idealized influence)

The boss or leader is an ideal figure that can serve as a role model for employees, trusted, respected, and able to make the best decisions for the benefit of the company. The behavioral framework of idealized influencers consists of: exemplary, honest, authoritative, passionate, giving praise, expression

b. Intellectual stimulation

Leaders can foster creativity and innovation among their employees by developing critical thinking and problem solving to make the company better. According to Dubrin (2005), the behavioral framework of intellectual stimulation consists of: Innovative, Professional, Self-Evaluating, Developing new ideas, Being leaders involving subordinates, Creative.

c. Individual attention (individualized consideration)

Leaders can act as trainers and advisors to their employees. According to Dubrin (2005), the behavioral framework of individual consideration consists of tolerance, fair, employee's empowerment, democratic, participatory, and giving rewards.

d. Inspirational Motivation

Leaders can motivate all employees to have a commitment to the vision of the company and support the team spirit in achieving the goals of the company. According to Dubrin (2005), the behavioral framework of inspirational motivation is providing motivation, inspiring followers, confident, and improving optimism.

Methodology

This research uses qualitative research with phenomenology approach because researchers want to observe individual experiences related to women's leadership style in in Malang Cooperatives. Creswell (2015) reveals that, phenomenology studies describe the general meaning of individuals to their various life experiences related to concepts or phenomena. The location of this research consists Mitra Usaha Savings and Loans Cooperative, Mirah Rejeki Savings and Loan Cooperative, and Garuda Jaya Savings and Loans Cooperative. The data collection procedure in this study using interview approach.

Subjects in this study are 3 informants (woman leader in Cooperative), where the selection of informants or subjects of this study using purposive sampling technique. The main criteria used to determine resource persons that will be used include:

1. Female leaders in cooperatives.
2. Has served as a cooperative leader for more than 5 years.
3. Has more than 200 members.
4. Willing to be interviewed.

Result

Based on the results of the research, there are 4 indicators of woman leadership style: masculin, feminine, transactional, and transformasional. Here are the results from the table of masculine leadership styles.

Table 1.
Masculine Leadership Styles

Type	Indicator	Informant
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		1	2	3
Assertive	Expressive	X	X	X
	Leader understand her rights	V	V	V
	Can control emotions	V	V	V
	Can be compromised with others	V	V	V
	Establish a mutually beneficial relationship	V	V	V
Task Oriented	Provide optimal working facilities for maximum results	V	V	V
	Focus on structure, rules, and tasks	V	V	V
	Priority on desired results	X	X	X
	Emphasis on placement of goals and obvious plans to achieve goals	X	X	X
	Using a reward-punishment system	V	V	V

Based on Table 1, there are 2 types of masculine leadership style that is assertive and task oriented. there are some indicators that are not included in the category of masculine leadership style in accordance with the informant. In the assertive type, the informants do not include expressive leaders. While on the task-oriented type, the informants think that producing the desired result is a priority as well as emphasis on placing goals and obvious plans to achieve goals, which according to the informants are not appropriate to be applied in the cooperative because employees already know the duties and responsibilities that do not need again emphasized by a leader.

Table 2.
Feminine Leadership Style

Type	Indicator	Informant		
		1	2	3
Charismatic/ Value based	Leader always have a foresight	V	V	V
	Leader is confident, enthusiastic, and motivational	V	V	V
Team Oriented	Group-oriented, collaborative, and loyal leader.	V	V	V
	Leader is communicative and coordinate	V	V	V
Self-Protective	Leader is not easy to socialize	X	X	X
	Procedural and formal leader	V	V	V

The feminine leadership style as shown in Table 2 suggests that informants have a feminine leadership style. There are three types of feminine leadership styles are charismatic/ value based, Team Oriented, Self-Protective. In the self-protective there are indicators that leaders are not easy to socialize, where this indicator is not owned by the informants because the informants are someone who is easy to socialize with her employees.

Table 3
Transactional Leadership Style

Type	Indicator	Informant		
		1	2	3
Contingent Reward	Leader recognize employee performance	V	V	V
	Leader give rewards to employees	V	V	V
	Leader able to identify the appropriate form of reward for the type of work that is charged	V	V	V
	The leader tells you what the employee will get if he or she succeeds in doing the work you have been given	V	V	V
Active Management by Exception	Leader usually monitoring employees to avoid mistakes.	V	V	V
	Leader make corrections to employees in case of errors.	V	V	V
Passive Management by Exception	Leader doesn't take strict supervision, but rather wait for all processes.	X	X	X
	Leader makes criticism and correction after errors occurred and targets are not achieved.	X	X	X

Based on Table 3, in the type of passive management by exception has an indicator of a leader not doing strict supervision and also just give criticism and correction after the error occurred, this indicator is not present in all informants. Informants said that she exercised strict supervision and gave criticism or correction during the process.

Table 4
Transformational Leadership Style

Type	Indicator	Informant		
		1	2	3
Charisma	Ideal leader leaders who can be trusted, respected, and able to make decisions: <ul style="list-style-type: none"> • Rolemodel • Honest • Prestigious • Have the spirit • Expressive 	V	V	V

Type	Indicator	Informant		
		1	2	3
Intellectual Stimulation	Leaders nurture creativity and innovation among employees: <ul style="list-style-type: none"> • Inovative • Professional • Self-evaluate • Developing new ideas • Involve subordinates • Creativity 	V	V	V
Individual attention	Leaders as trainers and advisors to employees personally: <ul style="list-style-type: none"> • Tolerant • Fair • Employee engagement • Democratic • Participatory • Give reward to employees 	V	V	V
Inspirational Motivation	Leaders give motivation to achieve goals: <ul style="list-style-type: none"> • Give inspiration • Confidence • Increased optimism 	V	V	V

The transformational leadership style as shown in Table 4 above, there are four types of transformational leadership styles that are all shared by the informants of charisma, intellectual stimulation, individual attention, and inspirational motivation.

Result and Discussion

Kartono (2016) states that leadership can function as the basis of the leader's power to invite, influence, and move others to do something in order to achieve a certain objective that has been agreed. Leadership is the highest position in a company. Small and big companies will need a leadership to be able to protect their subordinates to achieve an agreed objective. In terms of leadership style, Stoner, Freeman and Gilbert (in Budiwibowo, 2014) argued that leadership styles reflect the various patterns of behavior favored by leaders in the process of directing and influencing workers. Leadership style influences a leader invites, controls, and affects his employees.

Humm (in Rosintan & Setiawan 2014), explains that women leadership is a form of active leadership because this kind of leadership is one of a process whereby leaders are caretakers for others, stewards or carrier of experience. The feminine nature is an instinct that every woman has, and therefore women leaders are also more likely to be feminine. In the feminine leadership style there are three types of charismatic or value based, team oriented, and self-protection. Charismatic or value based means the leader who has a future view of the

cooperative she leads, also the leader is a confident, enthusiastic and motivational. Team oriented interpreted leader is a group oriented person who can work with a team or lead the entire team that is in the cooperative and also a leader of a communicative person and coordinate. The three informants said they always coordinate every day to strengthen the good communication between leaders and employees. Meanwhile, self-protective has indicator that is a procedural and formal leader in carrying out its duties. The meaning of procedural and formal here is the informants perform their duties in accordance with SOPs in their cooperatives.

Lensuffie (2010), explains that transformational leadership has a leadership sense that aims for change. The change is assumed to be a change for better, and active. In the style of transformational leadership consists of charisma, intellectual stimulation, individual attention and inspirational motivation. Charisma is an ideal figure leader who can be trusted, respected, and able to take some decisions. The three informants are leader who are trusted to control their subordinates. Informants are respected by their employees because of their duties and responsibilities as a leader. In the intellectual stimulation type, leaders nurture creativity among employees. In growing creativity here the informants one and two evaluate their employees performance so that she also knows how its performance in the eyes of its employees, but the third informant said that she gave creativity through business training that she gave, in addition to being a employees cooperative. She hopes their employees could be an entrepreneur in the future.

In addition, the three informants also have a leader indicator as a training and advisor for employees personally. The second informant said that one form of training are maximising the role of employees, for example the driver in cooperative. The driver's responsibilities and commissions have been limited to the time he took some employees to accompany customer, so the second informant provided training to the driver to communicate better and can remind the customers who have not paid their obligations to the cooperative. Based on the training the driver will earn additional commissions.

Regarding inspirational motivation for employees, all informants take a roleplay as a motivator. If employees have a problem, then the leader can identify the cause of the problem and give some appropriate advice. All three informants stated that motivation is an important thing that is always given to employees to complete their respective duties and responsibilities.

Conclusion

Based on the results of research that has been done on the three cooperatives in Malang about the women leadership style in the cooperative, it can be concluded that the appropriate women leadership style in this research is the feminine leadership style that tends to the transformational leadership style. Feminine is the instinct that every woman has. While the style of transformational leadership more to devote attention to the things and development needs of each employees. This means that the style of transformational leadership more able to protect his subordinates to bring about better change. For other women leaders, this research is expected to be considered in the style of feminine-transformational leadership because the style of leadership is very suitable to be used in cooperative environment, where the cooperative always builds a sense of kinship between leader and employees.

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