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## Women's Leadership in Entrepreneurs

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### Abstract

*This study analyzes women's leadership in order to find out how women's leadership in the world of entrepreneurship. The results showed that women always prioritized interpersonal relations, communication, workers' motivation, task-oriented, and more oriented to comparison with men who were more concerned with aspects of strategic design and analysis. A leader today is not only from men, but women are also able to become leaders. In contrast to ancient times, now women are not just homemakers and no longer dominate under men. The concept of gender equality can be accepted by society: women and men as equals.*

### Kepemimpinan Perempuan Dalam Entrepreneur

#### Abstrak

*Studi ini menganalisa kepemimpinan perempuan dengan tujuan untuk mengetahui bagaimana kepemimpinan perempuan dalam dunia entrepreneurship. Hasil penelitian menunjukkan bahwa perempuan selalu lebih mementingkan hubungan interpersonal, komunikasi, motivasi pekerja, berorientasi tugas, dan bersikap lebih demokratis dibandingkan dengan laki-laki yang lebih mementingkan aspek perancangan strategik dan analisa. Seorang pemimpin saat ini tidak hanya dari kaum laki-laki saja tetapi kaum perempuan pun mampu menjadi seorang pemimpin. Berbeda dengan zaman dahulu, kini perempuan bukan hanya berperan sebagai ibu rumah tangga saja dan bukan lagi kaum yang berada di bawah dominasi para laki-laki. Konsep persamaan gender telah bisa diterima masyarakat, bahwa perempuan dan laki-laki setara.*

**Kata Kunci:** leadership, women, entrepreneur, entrepreneurship.

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Available online at <http://journal.iaingorontalo.ac.id/index.php/au/index>

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## **A. Introduction**

Indonesia has experienced various complex problems in all aspects of life, one of which is in the economic field. The Central Statistics Agency (BPS) announced that Indonesia's economic growth in the first quarter of 2019 only reached 5.07 percent, an increase of 1 percent from the first quarter of 2018 which was 5.06 percent. Unemployment in Indonesia is also still relatively high although it tends to fall from 2015. Based on BPS data, the Open Unemployment Rate (TPT) has decreased from 2015 to 2019. In August 2019, TPT fell to 5.28 percent compared to last year which was 5,34 percent. Even though it has decreased, the percentage reduction in the number of TPT in 2019 is only slightly compared to 2018.

The country's economy is a measure of a country's success. The country is said to be successful in economic development if it has solved three core problems in development, namely poverty rates, income inequality, and varied employment opportunities so that it can absorb job seekers. Growth can be hampered by the unemployment rate.

One solution to reduce the number of unemployed is an independent business or entrepreneurship. The government has made an entrepreneurial movement to overcome various problems. In addition to unemployment, entrepreneurship can eliminate social inequalities and create economic independence. Entrepreneurship is a hot topic that is widely discussed in practical and academic studies. Discussions about entrepreneurship or entrepreneurship are often discussed in various circles. Entrepreneurship activities will help the Indonesian economy and prosper the people. In a business context, entrepreneurship is defined as a dynamic process of creating additional wealth by individuals who bear the main risks in terms of time capital, and career commitment or provide value for some products or services.

The world of entrepreneurship is a unique world, which is why entrepreneurs are required to always be creative and innovative. Entrepreneurship is not only owned by men, but women are now starting to be

moved to make a business that can be used as the foundation of life. The entrepreneurship sector is one of the fields of business that has become the choice for many women to prove their ability in entrepreneurship. Many women today can prove that women are able to become entrepreneurs from the small, medium and large business level and even become a leader in an organization.

In an organization, the dominance of men as leaders is still so strong. When in fact women also have the potential that is not inferior to men in terms of leadership. Leadership can not be separated from individuals who act as leaders themselves. Many link between the ability of individuals to lead with biological aspects inherent in the leader that is based on differences in the sexes of men and women. This then led to the emergence of the term gender inequality which then put women in an unfavorable condition, even though women are human resources whose numbers are even greater throughout the world compared to the number of men.

The development of the current era makes the position of women as leaders almost equal the position of men in leadership. The level of equality between women and men in Indonesia in entrepreneurship is among the highest in the Asia Pacific region. The 2019 Global Entrepreneurship Monitor (GEM) report shows that the ratio of intergender entrepreneurial activities in Indonesia was recorded at 1.01 percent, an increase from the previous year of 0.69 percent. The equality ratio of Indonesian entrepreneurial activities is first in the Asia Pacific region and second in 48 countries surveyed. The percentage of women engaged in entrepreneurship was 14.1 percent of the total adult female population. While the percentage of men who carry out entrepreneurial activities is 14 percent of the total adult male population.

The potential possessed by women as religious, individual, social, and cultural beings are actually no different from men. Based on the results of the study showed no significant differences about the potential basic abilities of the two types of men and women.<sup>1</sup> Women can compete with men to become a leader of an organization. Leadership is something that every organizational leader

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<sup>1</sup>Habibah, *Kepemimpinan Perempuan Dalam Perspektif Gender*, Sosioreligius, No 1, Vol 1, 2015, hal. 105

should have. The effectiveness of a leader is determined by his ability to influence and direct the members<sup>2</sup>. Leadership is an influencing concept in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. It also influences the interpretation of the events of his followers, organizing and activities to achieve goals, maintaining working relationships among groups, obtaining support and cooperation from people, outsiders, groups or organizations<sup>3</sup>.

Leadership is often distinguished between "leadership as a position and leadership as a social process"<sup>4</sup>. As a position, leadership is a complex of rights and obligations that can be owned by a person or a body. As a social process, leadership encompasses all actions taken by a person or body which causes movement from the community members. Basically, leadership does not differentiate who does it, whether it is done by men or women. For both the same conditions apply to be a good leader.

The importance of the role of leadership in an organization becomes the focus that attracts the attention of researchers in organizational behavior. The quality of the leader is often regarded as the most important factor that determines the success or failure of the organization. The leader has a big influence on the success of the organization. Leadership is a key element in organizational effectiveness, because the quality of an organization can be seen from the collaboration between members of the organization and its leaders<sup>5</sup>. Typically, an organization is headed by a man. However, with the development of the times, women are able to lead an organization.

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<sup>2</sup>Gibson, James, L. *Organisasi, Perilaku, Struktur dan Proses*, Edisi ke 5, Cetakan ke 3, Penerbit Erlangga, Jakarta, 2005, p. 121

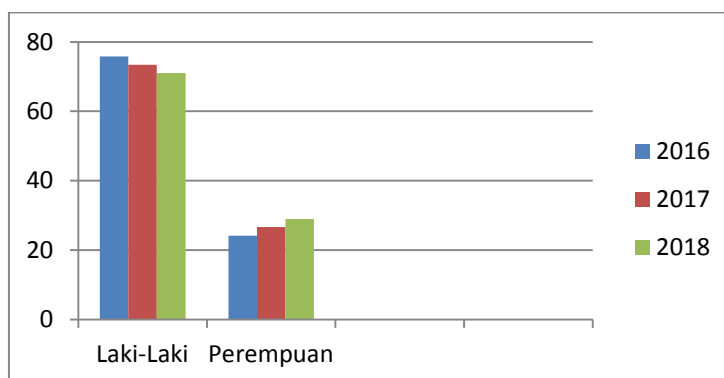
<sup>3</sup>Veitzhal Rivai, *Kepemimpinan dan Perilaku Organisasi*, Raja Grafindo Persada, Jakarta, 2006, p. 2-3

<sup>4</sup>Kartono, Kartini, *Pemimpin dan Kepemimpinan*, PT. Raja Grafindo Persada, Jakarta, 1996

<sup>5</sup>Porter, L.W., Crampon, W.J., & Smith, F.J. Organizational Commitment and Managerial Turnover. *Organizational Behavior and Human Performance*, 2004, p. 15

Graph 1

Position of Manager Based on Gender



Source: Badan Pusat Statistik (BPS)

The data from the Central Statistics Agency (BPS) above shows that positions in Indonesian companies are still dominated by men. In the last three years, namely 2016-2018, the highest rate was in 2016 of 75.83 percent for male managers and 24.17 percent for managerial positions filled by women. Even though men still dominate managerial positions, the number has slowly declined in 2017 and 2018, namely 73.37 percent in 2017 and 71.03 percent in 2018. While the confidence of women to carry out duties as managers rose in 2017 and 2018, namely 26.63 percent in 2017 and 28.97 percent in 2018. This indicates that women are able and able to compete with men in terms of leadership.

A leader in managing an organization is inseparable from the problem of human resources because until now human resources have become the center of attention and a focus for organizations or companies to survive in increasingly fierce competition in this globalization era. The increasingly stringent demands make human resource management must be managed properly by taking into account all the needs for the achievement of organizational goals that have been set.<sup>6</sup>

The leader has a big influence on the success of the organization. Leadership is a key element in organizational effectiveness, because the quality of an organization can be seen from the cooperation between members of the organization and its leaders. Not only that, the leader also creates transformational

<sup>6</sup>Faturahman, *Kepemimpinan dalam Budaya Organisasi*, Jurna Madani, 10(1), 2018, p. 3

conditions, meaning that the leader motivates subordinates to do better according to the expectations of subordinates by increasing the value of the task by encouraging subordinates to sacrifice themselves for the sake of the organization followed by an increase in the level of needs of subordinates who are better<sup>7</sup>. Followers are influenced by the power of their leaders, and spontaneously arise in fear of leaders<sup>8</sup>. This is believed to be one of the important factors influencing the achievement of subordinates in an organization or institution.<sup>9</sup>

## **B. Entrepreneurship on Literary Studies**

### **1. Entrepreneurs and Entrepreneurship**

An entrepreneur is an individual who can create a new business facing risks and uncertainties in order to make a profit and increase growth by identifying opportunities through a combination of resources obtained to get its benefits.<sup>10</sup> According to Adam Smith, entrepreneurs are individuals who create organizations for commercial purposes. It was also explained that an entrepreneur is someone who has views and thoughts in the future who can see the opportunities and economic changes. In other words, an entrepreneur is also an economic actor who can change the demand to be a supply.<sup>11</sup>

Entrepreneur is someone who has abilities that are not owned by others, the ability he has consists of the ability to take advantage of opportunities, take advantage of resources, and dare to face risks. This opportunity is used to create a new business with courage and enthusiasm to face the challenges that will arise in the decisions made so that the desired goals are achieved.<sup>12</sup>

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<sup>7</sup>Faturahman, *Kepemimpinan dalam Budaya Organisasi*, Jurnal MADANI, 10(1), 2018, p. 4

<sup>8</sup>Kartono, *Pemimpin Dan Kepemimpinan: Apakah Kepemimpinan Abnormal Itu?*, PT Raja Grafindo Persada, Jakarta, 2010, p. 2

<sup>9</sup>Fitriani, *Gaya Kepemimpinan Perempuan*, Jurnal TAPIS, No.2, Vol.11, Desember 2015, p. 2

<sup>10</sup>Zimmerer, Thomas W & Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management (Kewirausahaan dan Manajemen Usaha Kecil)*, Edisi 5, Salemba Empat, Jakarta, 2008, p. 47

<sup>11</sup>Winardi, *Entrepreneur & Entrepreneurship*, Kencana Prenada Media Grup, Jakarta, 2003, p. 4

<sup>12</sup>Mahmud Arifudin, Skripsi: "Motivasi Perempuan Dalam Berwirausaha (Studi Pada Perempuan Wirausaha di Pekalongan Lampung Timur)", (Universitas Lampung, Bandar Lampung 2018), p. 13

According to Schumpeter (2008) in Alma, entrepreneur is a person who sees an opportunity then creates an organization to take advantage of that opportunity. The characteristics that must be possessed by an entrepreneur are:

Creation, creating a business opportunity from existing opportunities;

Innovation, developing innovation in the scope of its business, which includes new products, processes, markets, materials, and organizations;

Undertake Risk, every entrepreneur accepts and takes the risk that the business he runs will experience a loss or failure;

General Management, business owners must be able to manage and allocate all of their limited resources and lastly in performance intention, create high growth and generate profits.

Several factors influence entrepreneurial behavior. First, there must be tenacity, that is, the conditions for achieving goals that are a source of business success with physical and resourceful working capital<sup>13</sup>. Tenacity is a bright ray of success in running human life in terms of self, family or the wider environment. Tenacious people are not easily discouraged, and are also always convinced that failure is the best teacher to progress, failure must be faced with an objective attitude that is free from negative feelings<sup>14</sup>. Characteristics of people who are tenacious are not easily discouraged and if it fails, do introspection so that it pushes to rise and have the determination to move forward<sup>15</sup>. Secondly, creative and innovative, creativity is a process that is developed and improved, but this ability is different from one person to another. Ability and talent are basic but their knowledge and environment can also affect people's creativity. There are four stages in the creative process namely the background or accumulation of knowledge, the incubation process, birth of ideas, and evaluation and implementation.

Innovation is one factor that influences entrepreneurial behavior that must be possessed by an entrepreneur. People who have innovative feelings are people

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<sup>13</sup>Lilis Karwati, Jurnal, "Pemberdayaan Perempuan Melalui Pelatihan Kewirausahaan Berbasis Potensi Alam Setempat, Jurnal Ilmiah VISI PGTK PAUD dan DIKMAS, Vol. 12, No. 1, Juni, 2017, p. 48

<sup>14</sup>M. Tohar, *Membuka Usaha Kecil*, Kanisius, Yogyakarta, 2000, hal. 173

<sup>15</sup>Ibid, p. 174

who are willing to accept the renewal as in every society, of course, there are individuals who are aware of their various kinds of shortcomings, including individuals there are those who do something to fill or correct the deficiencies they realize.<sup>16</sup>

## 2. Woman Entrepreneur

Women entrepreneurs come from the words woman and entrepreneur. The point is that women who run a business or entrepreneurship but still do not leave their roles as housewives<sup>17</sup>. Businesses can be run by women from home, earning additional income without reducing family time. Being a woman entrepreneur is not easy because women are demanded to run their businesses without leaving their role in the household. In contrast to ancient times, now women do not only play the role of housewives and are no longer the people who are under the domination of men. Now the concept of gender equality has been accepted by society, that women and men are equal. In general, people are encouraged to open their own businesses because of the opening of opportunities for profit, the fulfillment of personal interests and desires, the opening of opportunities to become leaders, and the existence of freedom in management.<sup>18</sup>

Several factors support the business sector, namely<sup>19</sup>:

The instincts of women who work more carefully, are good at observing the future, maintaining harmony, cooperation in the household can be applied in business life.

Educate family members to succeed in the future, can be developed in company management personnel.

Customary factors, where women play a role in regulating the household economy such as in Bali and West Sumatra.

The environment needs of life such as sewing sewing, embroidery, making cakes, various dishes, and cosmetics, encourage the birth of women entrepreneurs who develop these commodities.

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<sup>16</sup>Koentjoroningrat, *Pengantar Ilmu Antopologi*, Rineka Cipta, Jakarta, 1986, hal. 258

<sup>17</sup> Selly Rachmawati, *Momprenneur*, Wanajati Chakra Renjana, Yogyakarta, 2011, p. 10

<sup>18</sup>Mahmud Arifudin, Skripsi: "Motivasi Perempuan Dalam Berwirausaha (Studi Pada Perempuan Wirausaha di Pekalongan Lampung Timur)", (Universitas Lampung, Bandar Lampung 2018), p. 31

<sup>19</sup>Buchari Alma, *Kewirausahaan*, CV Alfabeta, Bandung, 2009, p. 44



The advancement of the world of women's education greatly encourages the development of professionals, becoming employees or opening their own businesses in various business fields.

### 3. Leadership

Leadership can be defined as a complex process whereby a leader influences his subordinates in carrying out and achieving the vision, mission, and tasks, or objectives, which thereby bring the organization to be more, advanced and united. A leader carries out this process by applying the qualities of his leadership, namely his beliefs, values, ethics, character, knowledge, and skills. Leadership is a process of mutual mobilization by people with certain motives and values, a variety of economic, political and other resources, in the context of competition and conflict to realize goals that are owned independently or jointly by leaders and followers.<sup>20</sup>

Leadership is part of the manager's activities, which are a means of influencing the behavior of individuals and groups to lead to the expected results. Meeting the intrinsic and extrinsic needs of the group depends on the skills and personality of the manager who leads the group.<sup>21</sup> Leadership according to George R. Terry (1972) is the activity of influencing people to be directed toward reaching the organization. According to Ralph M. Stigdill in Sutarto (1998), leadership is a process of influencing the activities of a group of people who are organized in their efforts to set and achieve goals.

Furthremore, Wahjosumidjo (1978), maintains that leadership is essentially inherent in a leader in the form of certain traits such as: personality, ability, and capability. Leadership is also a series of leader activities that cannot be separated from the position (position) and the style or behavior of the leader itself. Leadership is the process between relationships or interactions between leaders, followers, and situations.

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<sup>20</sup>Northouse, Peter G, *Kepemimpinan, Teori dan Praktik*, Edisi keenam, PT. Indeks, Jakarta, 2013, p. 4

<sup>21</sup>Barnes. M.C, *Organisasi Perusahaan, Teori dan Praktek*, PT. Pustaka Binaman Pressindo, Jakarta, 1981, p. 156

A person will only become an effective leader if genetically possessing leadership talents, then these talents are nurtured and developed through opportunities to occupy leadership positions and are supported by theoretical knowledge obtained through education and training, both general and those related to leadership theory.

Leadership style in organizations is needed to develop a beneficial work environment and build a motivational climate for employees so that it is expected to produce high productivity. Leadership style is a way that is used by a leader in influencing the behavior of others. From this style the benefits can be taken to be used by leaders in leading subordinates or followers. Leadership style is the norm of behavior used by a leader when trying to influence the behavior of others.

According to Dubrin (2010) in Dian Mayasari, the leadership styles of women and men have differences in:

Women have a higher score in measuring in the orientation of production and results. Men have a higher score in assessing strategic planning orientation and organizational vision.

Women are considered a function with higher energy, intensity, and emotional expression so that they can cause enthusiasm towards workers. Men are considered emotional controllers.

Women lead with relationship orientation and men focus on task orientation.

### **C. Results and Discussion**

The problem of leadership has emerged at the same time as the beginning of human history, that is, since humans have realized the importance of living in groups to achieve common goals. They need someone or several people who have advantages over others, regardless of what form the human group is formed. This cannot be denied because humans always have certain limitations and advantages. Leadership is something that every organizational leader should have. The effectiveness of a leader is determined by his ability to influence and direct its members. Leaders can influence morale and enthusiasm for work, security, and quality of work life and play an important role in helping groups and individuals achieve their goals.

According to a theory and practice of leadership proposed by Sondang P. Siagian in Raihan Putry (2015), which are as follows: Broad general knowledge, ability to grow and develop, inquest traits, analytic abilities, strong curiosity, integrative capacities, effective communication skills, educational skills, rationality, objectivity, pragmatism, ability to determine priority scale, ability to distinguish urgently, high sense of collection, instinct of relevance, exemplary, willingness to be a good listener, adaptability, flexibility, firmness, courage, future orientation, high sense of collection, instinct of relevance, exemplary, willingness to be a good listener, adaptability, flexibility, firmness, courage, future orientation, high sense of collection, instinct of relevance, exemplary, willingness to be a good listener, adaptability, flexibility, firmness, courage, future orientation, and a high sense of collection anticipatory.

A leader is someone who can influence others and has managerial authority. Leadership is what leaders do. Leadership is the process of leading a group and influencing the group in achieving its goals. In early theories of leadership focuses on the leader (nature theory) and how leaders interact with group members (behavior theory). Trait theories based on leadership research and focus in the 1920s and 1930s lie in understanding the nature of leaders, that is, characteristics that can distinguish between leaders and non-leaders. The learned traits are physical, appearance, social class, emotional stability, fluency, and social skills.

Seven traits related to effective leadership in Robbins & Coulter (2010: 1) Drive. The leader shows a high level of effort. They have a relatively high desire for success, are ambitious, have a lot of energy, are tireless in their activities, and show initiative. 2) Desire to lead. Leaders have a strong desire to influence and lead others. They show a willingness to accept responsibility. 3) Honesty and integrity (honesty and integrity). The leader builds a trusted relationship with his followers by being honest and not betraying, and by maintaining consistency between his words and deeds. 4) Confidence (self-confidence). Followers look for leaders who do not hesitate. Thus, the leader must be able to show confidence in order to convince followers of the decisions and objectives that must be achieved. 5) Intelligence (intelligence). Leaders must be smart enough to be able to gather, unite, and interpret a lot of information, and they must be able to create a vision,

solve problems, and make the right decisions. 6) Job-relevant knowledge. Effective leaders have a high level of knowledge about the company, industry, and technical issues. With in-depth knowledge, leaders can make the best decisions and understand the implications of those decisions. 7) Extraversion. The leader is a person who is full of enthusiasm. Sociable, assertive, and rarely stay or withdraw.

Women are one of the components in society that can be involved in development. In a traditional view, women are identified with a weak, delicate, and emotional figure. While men are portrayed, as figures who are manly, brave and rational. This view has positioned women as creatures that appear to be protected and always depend on men. Consequently, it is rare for women to appear to be leaders, because they are excluded by male domination. In the context of education, Goldring and Chen (1994) in Iyoes Tobing, say that women in the United Kingdom where most women only play a role in the teaching profession, but relatively few and rarely have important positions of authority in a number of secondary schools, colleges and local administration.

Women are part of a larger community unit than men. The creation of men and women by God Almighty is destiny and has the same position, degree, rights and obligations.<sup>22</sup>

The role of women in social life towards development is not only a development process, but also a strong structured foundation. The struggle for figure R.A Kartini can be felt with the movement of women's emancipation. The existence of the role of women as leaders has now begun to be valued and equalized. In line with the emancipation movement and the gender equality movement, which essentially seeks to demand equality of women's rights in various fields of life, then a gradual shift has occurred in perceiving the female figure. Women are no longer seen as weak figures who are always on the back line, but they can appear in the front lines as successful leaders in various sectors of life, which so far have been controlled by men.

Women have the same ability to be in the top position of a career. In a variety of organizations today, when a hard and rigid leadership style is no longer appropriate for employees, women's comprehensive leadership styles and other positive values make them more suitable for occupying the top positions.

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<sup>22</sup>Reni Yulianti dan Dedi Dwi Putra, *Women Leadership: Telaah Kapasitas Perempuan Sebagai Pemimpin*, MADANI Jurnal Politik dan Sosial Kemasyarakatan, Vol. 10, No. 2, 2018, p. 18

Emancipation is not interpreted as an exchange of functions because a woman leader who understands her position as a woman should not be interpreted as a weakness but a woman's strength and intelligence in placing her position as a woman in the workplace, home, place of worship, and the surrounding community. The role as a woman cannot be replaced by men; indirectly women leaders already have more positions that cannot be replaced by men.

Along with the progress of the current globalization, women have begun to show their abilities, although still lower than men. BPS data shows that many women currently enter the business world. In 2018, women as manager leaders grew by 28.97 percent compared to the previous year in 2017 at 26.63 percent of the total managerial positions in Indonesia held by women. According to Schermerhon (1999) in Iyoes Tobing, women leaders are always more inclined to behave democratically and take part where they are more respectful and concerned about their workers and share power and feelings with others. This leadership style is known as an interactive leadership that emphasizes aspects of the whole and good relations through communication and the same perception.

Several studies focusing on gender and leadership style have been conducted in recent years. The general conclusion is that men and women use different methods. In particular, women tend to use democratic or participatory methods. Women will encourage more participation, various powers and information, and try to increase the self-esteem of their followers. Women lead by inclusion and rely on charisma, expertise, relationships with interpersonal skills to influence others. Women tend to use transformational leadership, motivating others by transforming their self-interest into organizational goals. Men tend to use a direct style, as well as command-and-control. Men rely on the authority of official positions to be influential. Men use transaction leadership, reward rewards for good work and punish bad ones.

The types of women's leadership styles in general are transformational leadership and feminism leadership. Transformational leadership is a relevant concept in situations where change occurs very quickly and requires every organization to adjust to the concept of transformational leadership.<sup>23</sup> Riaz and Ul-

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<sup>23</sup>Fitriani, *Gaya Kepemimpinan Perempuan*, Jurnal TAPIS, No.2, Vol.11, Desember 2015, p. 6

Haque show that transformational leadership style has a significant positive influence on decision making and a negative effect on avoiden and dependency decision making styles. As a result, leadership style does not affect spontaneous decision making (Faturahman, 2018 in Yulianty and Dwi). Transformational leadership as a leader who has the power to influence subordinates in certain ways. By implementing transformational leadership, subordinates will feel trusted, valued, loyal and responsive to their leaders.<sup>24</sup>

Today feminine ethics are very much needed, as a counterweight to the dominance of masculine ethics. Feminism has a lot to explain the role of feminine morality actually comes from the concrete experiences experienced by women. Concrete experiences experienced by women that distinguish women from men are experiences as mothers, ranging from pregnancy, childbirth, breastfeeding, and parenting. These experiences are raised to be an ethics of feminism to balance the masculine ethics. Furthermore, Fitriani (2015) classifies feminine and masculine characteristics are as follows:

<b>Feminism</b>	<b>Masculinism</b>
Not aggressive	Very aggressive
Dependent	Independent
Emotional	Unemotional
Subjective	Very objective
Easily affected	Uneasily affected
Passive	Active
In-competitive	Very competitive
Difficult to make decision	Easy to make decision
Unreliable	Reliable
Easily offended	Uneasily offended
Dislike to speculate	Like to speculate a lot
Less confident	Very self confident
Requires a sense of security	Not requires a sense of security
Very paying attention to herself	Not very paying attention to herself

Source: Fitriani, 2015

A study conducted by Sharpe (2000) found that women are always more concerned with interpersonal relations, communication, employee motivation, task orientation, and being more democratic than men who are more concerned

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<sup>24</sup>Reni Yulianti dan Dedi Dwi Putra, *Women Leadership: Telaah Kapasitas Perempuan Sebagai Pemimpin*, MADANI Jurnal Politik dan Sosial Kemasyarakatan, Vol. 10, No. 2, 2018, hal. 21

with aspects of strategic design and analysis. In this study also found that women scored higher in terms of job appraisal than men. Then, in a study conducted by Dian Mayasari (2016) about the influence of women's leadership style on employee performance at PT. AIA Chandra Utama Agency Kupang, obtained the conclusion that the prominent female leadership style is the ability to encourage employees to participate in work.

Women are figures who are able to do many things and all can be done with the same concentration. This can not be found in men who are less able to deal with the complexity of the problem and tend to fix it one by one while women want everything to be completed quickly and understand the problem more priority so that the solution more quickly.

Intrinsically, women have the basic traits for success as a leader. Women tend to be more patient, have empathy, and multitasking. Women also have a talent for networking and negotiating. According to Helen Fisher, these abilities are of course not exclusive to women. But compared to men, women tend to show these characteristics more often. Women are also responsible and like to overcome challenges in their work..<sup>25</sup>

One example of a successful female figure in the entrepreneurial world is Mrs. Susi Pudjiastuti, a woman born in Pangandaran on January 15, 1965. Judging from her background as a daughter of a farmer and selling slaughter animals such as cattle and buffalo, who would have thought that she is currently one of the women who influential in the world of entrepreneurship. In business, Mrs. Susi has a high fighting spirit. With an initial capital of Rp. 750,000, he started his own business. As for leadership, in 2014 he was appointed as minister in the Ministry of Maritime Affairs and Fisheries in the Working Cabinet of Joko Widodo and Jusuf Kalla. During her tenure, Susi's mother was known to be very active in combating illegal fishing in Indonesian seas. He did not hesitate to order the sinking of ships, especially foreign ones, which were proven to steal fish in Indonesian waters. His steps in sinking the fishing boat thieves received positive and negative responses from various parties. Even though he received a negative response, he remained

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<sup>25</sup>Reni Yulianti dan Dedi Dwi Putra, *Women Leadership: Telaah Kapasitas Perempuan Sebagai Pemimpin*, MADANI Jurnal Politik dan Sosial Kemasyarakatan, Vol. 10, No. 2, 2018, p. 25

unmoved and said that his steps were in accordance with the Law and the impact was felt by increasing fisheries productivity. Abroad, Ms. Susi's policy received appreciation, such as from WWf International who awarded her "Leaders for a Living Planet Awards" for her commitment to maintaining the sustainability of marine resources in Indonesia.

Furthremore, Robbins & Coulter (2010) mentions seven traits related to effective leadership, associated with leadership conducted by Mrs. Susi Pudjiastuti can be described as follows: 1) Drive (drive). Ibu Susi was able to show her hard work to the people of Indonesia, although there was a policy of prohibiting arrest that was not environmentally friendly to get protests from fishermen, but Susi's hard work did not know the word tired in fighting for the fate of fishermen and Indonesian maritime. As through the ship bombing initiative, it is very frontal to foreign vessels that steal fish in Indonesia. 2) Desire to lead. When she became a minister, Mrs. Susi was not interested in the ministerial position given by Mr. Jokowi, but rather the role of Mrs. Susi in the welfare of fishermen and in advancing the welfare of the Indonesian people. In fact Mrs. Susi was able to become a servant of the state with the various policies she had issued, even the salary was given to fishermen who were unable. 3) Confidence (self-confidence).

Followers look for leaders who don't hesitate. Thus, the leader must be able to show confidence in order to convince followers of the decisions and objectives that must be achieved. Not free from deficiencies, Mrs. Susi did not show good ethics in several ways, namely that she was a smoker and had a tattoo on her body. Nevertheless, Susi's mother remained confident by being herself, as is, and still carrying out every task and responsibility given to her properly. 4) Intelligence (intelligence). The ability of analysis, decision-making, and how to communicate Mrs. Susi deserves to be an intelligent leader. The experience of being an exporter and fighting for the welfare of fishermen over the years made him sensitive to maritime issues. 5) Job-relevant knowledge. So far, Ibu Susi has issued a very strict policy on Indonesian maritime affairs. The experience in the marine and fisheries world is no doubt, so that the various policies that have been issued bring progress for the Indonesian people. 6) Job-relevant knowledge. In communicating with others and even journalists, Mrs. Susi is very assertive, energetic and full of



enthusiasm, she can give arguments that make sense, when someone doesn't like her decision. 7) Extraversion. This is shown by the attitude of Susi's mother who never retreated in undergoing her policy even though often received a negative response. He is an unyielding figure to withdraw.

Broadly, the leadership styles of women and men are the same but the situation will probably be different. Research conducted in the United States found that male leaders were more memorable in military organizations, while women were in educational and social organizations. For example, Yulianti and Dwi Putra (2018) mentioned that the types of women's leadership styles in general are transformational leadership and feminism leadership. For the leadership style of mother, Susi Pudjiastuti herself is a type of transformational and transactional leadership style. As a transformational leader, Mrs. Susi changed the direction and perspective of her business into a humanitarian business, and she made her business goal to help people in need and not just profit-oriented. As for transactional leadership, Mrs. Susi said that a leader would give rewards to anyone who catches a foreign fisherman who does not have a permit. Then, there is a reward that will be given by him to people who succeed in doing what he wants, 3) there is punishment that will be given to anyone who violates, as in the case of illegal fishing that occurred in Indonesia.

In the Islamic view, there is a great deal of controversy between the leadership of women and men. Islam actually does not put women in the kitchen continuously, but if this is done then this is something good<sup>26</sup>. Women are sometimes underestimated by the public. Actually, in the Islamic view, the position of women as men is generally a profession as a leader. The leader in question is the leader of the country. Women are also upheld by their dignity as explained in the Qur'an Surah An Nahl verse 97:

"Whoever does righteous deeds, both men and women in a state of faith, then surely we will give him a good life and indeed we will reward them with a reward that is better than what they have done."

A prominent scholar, Quraish Shihab also added that in the Qur'an many relate the equality of the position of women and men, what distinguishes it is

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<sup>26</sup>M. Quraish Shihab, *M. Quraish Shihab Menjawab 1001 Soal Keislaman Yang Patut Anda Ketahui*, Lentera Hati, Jakarta, 2011

devotion to God. There is no difference based on sex, race, skin color, and ethnicity. The position of women and men are the same and are asked to cooperate with each other to fill one another's shortcomings. As explained in the Qur'an Surah At-Taubah verse 71:

"And those who believe, men and women, some of them (are) helping others. They command (do) those who are ma'ruf, prevent them from being evil, establish prayers, perform alms and they obey Allah and His Messenger. They will be given mercy by God; Surely Allah is Mighty, Wise." (At-Taubah: 71).

In the Q.S. an-Naml verses 22-23 also explained the leadership of Queen Bilqis who led the prosperous country of Saba.

Then not long after (hud-hud came), he said: "I have known something that you do not know who rules them, and He is endowed with all things and has a great throne (23).

The presentation of the story of Queen Bilqis above shows that it is not forbidden to make women a queen who leads a country. If the action is forbidden, of course the Koran will say reproach on that action, but on the contrary the Koran explains the policies carried out by Queen Bilqis, so that the country gains prosperity. This shows that women can govern a country and build it with prosperity and prosperity.<sup>27</sup>

Finally, it is safe to say that a leader is someone who is active in making plans, coordinating, conducting experiments, and leading the work to achieve common goals. The position of women and men is to complement each other. The characteristics of female and male leadership can be synergized into a harmonious power for the organization. Because in general, the leadership styles of women and men are the same but the situation will probably be different.

#### **D. Conclusion**

From the explanation above it can be concluded that leadership is a process of influencing people, both individuals and groups. The problems faced by women today require a fundamental strategy that is able to change people's views about a person's gender in becoming a leader. Women as leaders have the same rights as

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<sup>27</sup>Yuminah Rohmatullah, *Kepemimpinan Perempuan dalam Islam: Melacak Sejarah Feminisme melalui Pendekatan Hadits dan Hubungannya dengan Hukum Tata Negara*, Jurnal Syariah: Jurnal Ilmu Hukum dan Pemikiran, Vol. 17, No. 1 Juni 2017, hal. 97

men. Women are no longer seen as meek but have important foundations in family life, organizations and in the community. In line with reforms and the concept of gender, women must be placed in the same position in all areas of life, including leaders.

Ultimately, both men and women can become a leader as long as he is able to be professional, overcome all the risks of organizational management and matters relating as a leader, then he deserves to be called a leader whether he is male or female.

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