

## Through Vuca Era: Learning from Women's Leadership in Open and Distance Higher Education during the Pandemic

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### Abstract

**Purpose:** There is little research on women's leadership in Open and Distance Higher Education especially during the COVID-19 pandemic and times of uncertainty (VUCA) that explores women's experiences of leading a distance learning institution from home. This study describes how women managers of learning and materials services and heads of administration lead Universitas Terbuka from home in the implementation of the first phase of lockdown in Indonesia in 2020. Data collected in a narrative manner with in-depth interviews with four women about conscious experiences women lead the Jakarta and Serang regional offices of Universitas Terbuka. Leading from home requires extra energy for women at the beginning of the covid-19 pandemic, family support, technology and internet networks greatly affect the process of women's leadership in Universitas Terbuka. Work from home starting from office hours until late at night with commitment, proactive, trust and able to make decisions quickly with leadership and other staff through Microsoft Teams and Zoom. In addition, women leaders continue to communicate and coordinate via Whats-app group, personal communication and work email.

**Conclusions:** The experience of working from home for women who lead open and distance higher education can be a positive picture behind the worrisome condition of the Covid-19 pandemic in the world.

### Keywords:

VUCA; women; leadership; open and distance; higher education; pandemic

### Introduction

VUCA is closely related to the leadership that emerged after the Cold War era ended in 1987. Facing uncertainty, volatility, ambiguity and complexity requires contemporary leadership that is able to adapt and innovate quickly. The conditions of volatility, uncertainty, complexity and ambiguity occurred again when Covid-19 hit the world, the burden on women increased 3-fold, especially for working women (Sari & Fikri Zufar, 2021, p. 13). Most of the work in society is not organized, it makes women experience a conflict between the demands of family members and work (Waerness, 1978, p. 225). In addition, working women who are forced to work from home must negotiate patriarchal roles (Elfira, Wibawarta, Esther, & Febriand, 2021) coupled with the strengthening of gender stereotypes despite emerging conceptions of good and inclusive

leadership instead of traditional feminine traits with female leaders. who experienced good levels of appreciation during the pandemic (Johnson & Williams, 2020, p. 7). Even though women are in conflict between domestic and public work but during a pandemic nature has made women strong (Naqvi, 2011, p. 303) and women leaders get a positive view from the public. According to Coscieme et al (2020, p. 17) that women can lead a society that upholds solidarity and equality during a pandemic so that they can build healthy and conflict-resistant communities. Research results also show that female leaders deal with Covid-19 problems better than their male counterparts and respond faster and communicate more effectively about measures to deal with the pandemic (Aldrich & Lotito, 2020, p. 960). How women lead open and distance universities is interesting to study, especially when the adaptation of the first lockdown implementation in Indonesia at Serang and Jakarta regional office of Universitas Terbuka. This is because apart from the economy and health (Coscieme et al., 2020), the education sector also underwent serious changes during the pandemic (Onyema et al., 2020, p. 108).

### **Lockdown Policy and Work from Home**

During the pandemic, everything feels heavy for the people and leaders of countries like Indonesia, who have to implement a Covid-19 emergency and regions apply a local lockdown. However, for public service activities, it is regulated through the Indonesian government policy by issuing a regulation on Large-Scale Social Restrictions/Lockdown in Java and Bali starting April 2020 followed by Restrictions on Micro-based Community Activities (PPKM Mikro), Thickening of Micro PPKM, Emergency PPKM, PPKM Level 3- 4 and until now the Covid-19 pandemic has not ended in Indonesia. Universitas Terbuka (UT) as a public service institution led by rector issued a policy to prevent the transmission of the Covid 19 virus in the Universitas Terbuka environment number 1272/UN.31/KP/11.00/ 2020 on March 13, 2020. Arrangements for employee work and UT service activities in the context of preventing the spread of the virus Covid 19 number 13006/UN.31/KP.11/2020 dated March 13, 2020, which regulates the work of employees from home or Work Form Home (WFH) for male and female Universitas Terbuka employees starting March 18-31 2020. As a woman, women leaders works from homes in the Covid-19 pandemic are working harder than usual (Sari & Fikri Zufar, 2021, p. 18) starting from economic affairs, health, hygiene and children's education. Leading an organization from home requires commitment and proactive where female leaders work hard to balance the domestic and public workload from home. Two women who became managers of learning and materials and two heads of administration explained their efforts to lead open and distance universities from

home in the implementation of the first phase of 2020 lockdown at Jakarta and Banten province in Indonesia.

## **Literature Review**

The VUCA era is a time when the world is changing so rapidly in all aspects of life due to various aspects and factors that are difficult to control, which results in many updates, innovations and adjustments to various things quickly (Montana B, 2020). Leadership in higher education is a form of public sector leadership which is a combination of technical performance according to the internal and external vision and mission of the organization with the aim of public service (Wart, 2003, p. 221). Public leadership in higher education in the future can change university management from share governance to share leadership by building trust, decision making, proactive and strong affective commitment (Pearce, Wood, & Wassenaar, 2018, p. 641) in operational management in universities. The concept of share leadership written by Pearce & Sims (2000) is a process of interactive and dynamic mutual influence among individuals in a group aimed at leading each other to achieve organizational goals. Share leadership which is a post heroic part tends to be feminine according to Calvert & Ramsey (1992), Fine & Buzzanell (2012), Fletcher (1994), Fondas (1997) where men and women have a desire to collaborate, have a sense of empathy, skills, community and vulnerability that is socio-culturally derived from women or known as feminism (Fletcher, 2004, p. 650). Although not supported by their families, many working women are able to handle tasks and work because women tend to be attentive and well organized, especially when it comes to handling various responsibilities (Naqvi, 2011, p. 304) this is because women leaders are connected to the workplace, relationships at work and relationships with other women (Valerie & Carole, 2009, p. 67).

Higher education is a neutral environment where men and women collaborate with each other. However, the reality is that there is no gender understanding development approach to the behaviour and characteristics of male and female leaders where masculinity dominates leadership characteristics and organizational management dynamics (Valerie & Carole, 2009, pp. 22-34). Although higher education with a new paradigm according to Inglis, Ling & Joosten (1999) is virtual in nature and the scope of services is global, using technology to serve registration and academic activities are open throughout the year and learning can be done anywhere by students ranging in age from 18 years to unlimited.

## **Methods**

Research on women's leadership in open and distance universities from home using a phenomenological research design. This study explores and describes the conscious experiences of women who become managers and head administrations in an effort to filter life experiences or get the essence of the experience of leading open and remote universities from home during the first lockdown period of the 2020 Covid-19 pandemic in Indonesia. Research informants are two female learning and material managers, including a senior lecturer at UT Jakarta who is married and has two adult children, as well as a UT Serang manager who is a young lecturer who has worked for more than 10 years at UT, is married and has 3 children, 1 of them are toddlers. The head administration informant from UT Jakarta is an administrative staff who has only worked at UT Jakarta for 10 years, is married and has two children under five, while the head administration of UT Serang has worked for more than 10 years. She is an ICT staff with married status and has two teenagers and 1 child.

Data collection have been carried out during a pandemic by following health protocols so that there were limited time and distance when conducting direct interviews but getting in-depth information about female leaders working from home. Interviews were also conducted by telephone and chat via whats app with informants when the pandemic was peaking in Indonesia. In addition, researchers made observations on discussions in the UT regional office group whats app and communications made through social media. Field data in the form of audio interviews have been converted into verbatim, while screen shots of communication via whats app group UT Serang and UT Jakarta regional offices are condensed, and analyzed. Datas present based on the category of leadership process from home, which consists of commitment, proactive, trust, and decision making of women's leadership and another aspect affecting female leaders is working from home during lockdown at the first phase of the Covid-19 pandemic.

## **Results**

### **4.1 Adaptation and Preparation Working from Home**

During the first phase of the lockdown in Indonesia, four women who led the regional offices of the Jakarta and Serang Universitas Terbuka expressed concern when the Covid-19 pandemic spread across Indonesia. However, as a leader in a regional office, they must be able to adjust to the conditions that occur in the environment and comply with the regulations in force in Indonesia and Universitas Terbuka so that she is committed to working professionally even in a pandemic condition. UT Jakarta's head administration revealed that immediately after the Jakarta

local lockdown regulations and the issuance of the Universitas Terbuka rector's regulation, UT Jakarta arranged for employees and leaders who had to work from home. Meanwhile, the head of administration UT Serang regulates and distributes 50 percent of employees and leaders who work from the office (WFO) and employees who work from home (WFH). Anticipating UT activities that need to be implemented immediately during the lockdown, staff and leaders take turns entering the office in a picket schedule approved by UT director. The division of employees' work regardless of gender, male or female by publishing a regional office work schedule. The schedule informed via the UT Whats-app group, so that employees and leaders know that they will take turns to run office pickets and work from home. For picket staff who attend the UT office, they asked to report attendance and return via face print and prohibit the use of finger prints to prevent transmission of Covid-19 at the regional office.

After the implementation of the division of labour, the head administration reminds the leadership and staff in the regional office whats app group or through the person in charge of attendance to ask staff both WFH and WFO to send their location as proof of attendance to and from work through share location (shareloc) via whats app regional group office. The head administration then asked the leadership and staff to make a work report during WFH with a detailed description of the activities as of the date, implementation of activities and status of completed or unfinished activities carried out from home. Work commitment of top leadership, female leaders and staff by showing self-discipline towards the duties and functions of serving students, especially on time when entering at 08.00 AM and finishing working hours at 16.30 PM by sharing location. The head administration then records the time shared in the whats app group and observes the presence of staff who ask to stay at home or staff who do not share locations and then give warnings according to available regulations.

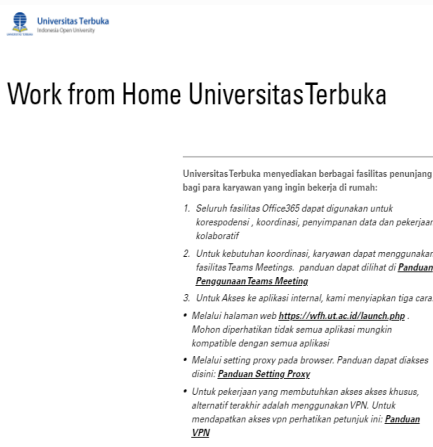
Starting to work from home the head of administration, and manager learning and material monitors messages via whats app group regional office, whats app unit group, personal whats app, email, or messages through the comments column on social media owned by UT Jakarta such as facebook, instagram, twitter and the Jakarta website .ut.ac.id. Meanwhile, UT Serang's social media is connected to Instagram, Facebook, and website Serang.ut.ac.id. Then head administration provides information about the transfer of regional office services which carries out with online services via whats app, instagram, facebook. This is in accordance with a circular from public relations of Universitas Terbuka on March 15, 2020, which issued an announcement regarding student services being transfer via online services through whats app, email and telephone to regional unit offices or faculties. In addition, announcements about

postponing face-to-face tutorials for the first two weeks and changing the face-to-face learning system become a tutorial via the web (tuweb) and postpone the online exam system (SUO) and face-to-face exams.

The Head of Administration also followed up on the rector's circular by asking staff and leaders to install the Microsoft Team application for meetings. Meanwhile, for the coordination, discussion, and dissemination of internal regional office policies, it carries out via whats app group for the Serang regional office unit named UT-Serang while the Jakarta regional office named Operational UT Jakarta. According to government regulations, employees and leaders of UT Serang and UT Jakarta carry out routine office work from home by accessing the office computer network with a team viewer. Furthermore, staff and leaders from home carried out socialization of the promotion of the Universitas Terbuka learning from home through social media such as Whats app status, Instagram, and Facebook of staff, and unit leaders.

According to the head of administration, to make it easier for leaders and staff to work from home in accessing several UT internal applications during the lockdown, the central UT made access through the website <https://wfh.ut.ac.id> (picture 1), for financial applications through [manisku.keuangan.ut.ac.id](https://manisku.keuangan.ut.ac.id), student registration through [sia.ut.ac.id](https://sia.ut.ac.id), and [srs.ut.ac.id](https://srs.ut.ac.id). As for student services, such as checking graduation or graduation announcements through the [Serang.ut.ac.id](https://Serang.ut.ac.id) and [Jakarta.ut.ac.id](https://Jakarta.ut.ac.id) pages, letters via [Serang.ut.ac.id/sikancil](https://Serang.ut.ac.id/sikancil) as well as other applications that support leaders and staff to work from home.

**Figure 1.**  
**UT website for leaders and staff working from home**



Source: [wfh.ut.ac.id](https://wfh.ut.ac.id), 2021

Head of administration in addition to managing human resources (HR) regional office personnel, goods and services as well as financial planning. However, UT's head of administration carries out other functions such as administration, housekeeping, and management of unit state property, carrying out correspondence and filing, cooperation documents and certificates, socialization and promotion, and financial management entrusted to the staff who are in charge. UT Jakarta head administration informed the unit staff who already knew their respective duties and functions and became a regular routine before the Covid 19 pandemic took place. However, it is only currently changing the location of work from home and the form of the service to be online but for some services, it is postpone until the situation is stable enough. The head administration also proposes and prepares a budget for the purchase of staff masks, hand sanitizer, setting up a sink, and measuring temperature. The process of purchasing and supplying goods is given to the treasurer and eight administration unit staff.

Furthermore, the head of administration and the proactive learning and materials manager conducted a trial of Zoom and Teams for the general meeting of leaders and staff and asked the staff to make a video to disseminate the Universitas Terbuka promotion on March 16, 2021. The Head of Administration on March 17, 2021 asked regional office Information and Communication Technology (ICT) team to make announcements related to activities at the regional office and Covid 19 to be informed to students, working groups and the general public. The draft announcement made by the ICT team is then shared in the regional office whats app group for joint corrections and then it is decided together to print or distribute together, which is a proactive form of staff in carrying out work from home during the Covid-19 pandemic. UT Jakarta head administration said that since the Covid-19 pandemic many decisions have made via chat and telephone via whats app group leadership and regional office.

### **Women's Challenge to Lead Regional Office from Home**

Working from home is not easy for leaders who have children and toddlers, head of administration UT Jakarta said that since the Covid 19 pandemic, apart from office workers who have to work from home, children who go to school also have to learn from home. This is an additional job as a mother to get her children used to adapting to online learning in a pandemic. In addition, as mothers and wives who ensure the health of family members so that they are not exposed to the Covid-19 virus. The Head of administration UT Serang said that at first the children liked to study from home at the beginning of the pandemic, also because both parents were often at home and worked from home. UT Jakarta's administration head said that when he was at home

with toddlers on weekdays it was very difficult to focus on work, this related to children who always asked for their parents' attention. Therefore, the head of UT Jakarta administration asked the husband to take care of the children apart from the household assistant. Sometimes when a partner goes out, the UT Jakarta administration head cannot work optimally and waits for the child to fall asleep at night to finish office work. However, the UT Jakarta administration head and UT Serang administration head tried to adjust the office hours at home and tried to complete the work according to schedule despite the many distractions from the children. So, according to the head of UT Serang administration, the office is better for working than at home, because homework and children break the concentration of work and thoughts of women who act as mothers, wives and other social environments, as stated by the head of UT Serang administration while working at home:

“Trying to do office work according to office hours, and finish the work that has scheduled for today, even if working at home is more of a distraction because as a mother it is impossible to ignore children or homework during WFH”.

The Manager of learning and materials at UT Serang agrees with the Head of Administration at UT Serang about coordinating and working better at the office than at home. Even though the learning and materials manager at UT Serang has children and toddlers, he says he does not have any problems taking care of housework and office work, this is due to the caretakers and caregivers of the children as well as the support of their partners while working from home. The UT Serang administration head explained the positive side during the Covid 19 pandemic, spouses worked from home so they could share in taking care of their children, especially when children had to go to school online or study from home as stated by the UT Jakarta head administration below:

“If our children share with each other, thank God the husband still wants to hold on, he still wants to help especially now that he is WFH. Therefore, when the child goes online or when the child is studying he is at home, thank God, but I am confused later if it really starts to enter, again I am confused also”.

The manager of learning and materials at UT Serang emphasized that working from home can still be done by connecting laptops and office computers through the team viewer related to several jobs related to several applications that can only be opened and accessed from the office internet network. So that office work can still completed on time even though there are many System and policy changes occurred during the Covid 19 pandemic, especially about tutorials, grades, and applications that were sometimes not connected to the network. Not much different from the learning and materials manager at UT Serang, learning and materials manager at UT

Jakarta, who said that he prefers to work in the office than at home, because since the pandemic there has been more work and has been done until the evening. Especially if there are problems related to tutorials, grades or applications. Related to learning and materials, the Manager of Learning and Materials at UT Jakarta said:

“I was before Covid, I like to be at the office, want to stay at night, it's okay, I'll sleep well when I get home, I do *not* like to bring work to the home, I'm afraid that home affairs will be neglected. I work at home and I have something left behind, I did *not* want it to be like that at first, only when this Covid didn't it couldn't even this Covid bother because of what work was done until 10 pm and it was *not* finished. Is this work or what it should be if at the office the portion of work is clear, but at home I do *not even* know the hours, it's a matter of grades; the grades just keep having problems”.

Although working hours at home are not limited and more flexible according to the needs and priorities of completing work at the regional office, work often complete in the middle of the night. Even though they still have to work from home, sometimes the learning and material managers of UT Serang and UT Jakarta as well as the heads of administration of UT Jakarta and UT Serang go to the office to work or solve problems in activities in the unit. The 4 female leaders agreed that the presence of children is not a serious problem, especially with the support of a partner, but rather a sense of responsibility as a mother when working at home.

Managers of learning and materials at UT Jakarta and UT Serang can carry out their duties and functions as leaders while working from home, namely carrying out student group administrator coaching and activities to develop talents and interests of students (including sports and entrepreneurship). Also distributing teaching materials, coordinating preparation, monitoring and evaluation of tutorials, practice, practicum and guidance as well as scientific work, as well as conducting socialization and providing tutorials for tutors/supervisors carrying out self-study training for new students and carrying out coursework. While at home, coordination and communication with the leadership and staff of the learning and materials unit is intense. Even though the learning and materials manager is the brains of planning the website schedule for the students of the Faculty of Education and Teacher Training, students of the Faculty of Science and Technology who major in agriculture and other faculty students who are accustomed to taking face-to-face classes. 636 classes for UT-Serang students and 1385 classes for UT Jakarta students in the first semester of 2020 transfer to online classes using the teams.microsoft.com website so that they are known as tutorials via the website (Tuweb). The learning and materials manager conducts socialization to inform how to access student absenteeism, grade entries and tutorial reports via tutorial.ut.ac.id. The learning and materials manager asked the regional office staff and ICT to take part in the web tutorial training, which

will be held April 11 until 16 May 2020 by adjusting the schedule so as not to clash with the regional office online system exam and outside the regional office, which will be held in district/city schools. The learning and material manager of UT Jakarta and UT Serang explained that after the tuweb tutorial planning was generally completed, it would be distributed to the staff or person in charge via email or whats app to make scheduling and absences for students and tutors complete with classes and times as shown in the interview results below:

“We designed the entire schedule so that would go wrong. Then we give staff (Responsible Person) to make a detailed hourly and class schedule complete with student and tutor absences. Basically, all of the coordinators (managers) make but if we have to make the design, because we coordinate with the tutor, we must also be the coordinator”.

Learning and materials units at UT Serang and UT Jakarta, 5 staff of whom are still young, so it is very easy to coordinate and catch up on time to complete the schedule for tutorial activities and distribution of teaching materials. Even though the coordination done from home, only through the UT Serang learning and material group whats app or through the UT Serang regional office group whats app. In addition, the learning and materials manager assesses that his staff has their own responsibilities, which are socialize at the beginning of the semester. So that not all activities are, handle by the manager, such as the distribution of modules that have handed over to staff who are used to managing the distribution of thousands of UT modules for students. However, with the pandemic, many modules have sent directly from the central UT to the student's address directly, not through the regional office. Likewise, regional office student activities are hand over to staff who plan, implement and report activities that are widely shared through the UT Serang Whats app group. Tuweb monitoring can also done online through Microsoft Teams and coordination with regional office staff via whatsapp group. If there are problems with students having difficulty accessing Tuweb classes, tutors who do not show up on time, tutors who teach not in accordance with the tutorial program unit, the manager can immediately reprimand or fix problems that occur immediately before the Tuweb runs the following week. The UT Jakarta learning and materials manager said that since the Covid-19 pandemic, decision-making or discussions were better and more comfortable because they used the Microsoft team for preparatory meetings and so on, this is because online meetings are simpler than coming to the regional office where there is a risk of exposure to the Covid-19 virus.

Working from home during the pandemic, female leaders are able to handle work remotely by intensely coordinating and communicating with leaders and staff, students, pokjar administrators, partners, and UT Center. The Head of UT Serang administration explained that the influence of technology is very high while working from home to serve students, starting from

online registration, online tutorials, administrative needs and other activities. According to the UT Serang administration head during the pandemic, she tried to use firmness but with softer feelings, and maintain good relations with fellow staff and leaders to avoid feelings of stress and conflict to maintain immunity against Covid. Likewise, with the UT Jakarta learning and materials manager who stated that he always tries to be positive and has high empathy if there are staff who have not completed assignments on time or have symptoms similar to Covid 19. Even the UT Serang learning and materials manager also sometimes takes over work that is not complete by sick staff. The low level of direct interaction with office staff avoids discrimination and gender bias with office staff and leaders but working from home for women leaders not only requires commitment, proactive, decision making and trust. But family, technology and internet networks still affect the leadership process of women working from home during the first phase of the Covid-19 pandemic in Indonesia.

## **Discussion**

Women who become leaders in open and distance universities experience work experiences that are not much different from women who work in other public organizations. However, what distinguishes it is that students and the services provided by the Universitas Terbuka are student registration services to graduation remotely using technology and many services are carried out online as written by Inglis, A. & Ling, P. & Joosten (1999) about the new paradigm of higher education. So that even though the Covid-19 pandemic hit and regional offices had to close, leaders and staff had to take turns working from home and office, but women leaders could still work and provide services both directly and via social media to directors, staff, students, partners, administrators, pokjar and society in general such as the concept of technical performance of public sector leadership from Wart (2003).

Women leaders in regional offices such as learning and materials managers and head administration carry out their duties and functions to assist directors in accordance with the regulations of the Ministry of Education, Culture, Research, and Technology Number 16 of 2017 concerning the organization and work procedures of Universitas Terbuka. The learning and materials manager and the head of administration play an important leadership role in the regional office, more so in technical, administrative and decision-making. The leadership of head administration and learning and material managers at UT Serang and UT Jakarta is in accordance with the share leadership concept, namely affective commitment, proactive, trust and creative decision making (Pearce et al., 2018, p. 642) in higher education. Women who work from home

who has shown to be disciplined to work from home even though they work from morning until late at night. The commitment of the head of administration and the manager of learning and materials also shown by working from the office even though the schedule is working from home. Apart from that, the staff of UT Serang and UT Jakarta also showed commitment to being willing to comply with the leadership's instructions to stay at home and complete work at home on time.

The woman, who is the head of administration and the manager of learning and materials, even though she works from home, looks more proactive in managing the office. In addition, women leaders complete planning and communicate in the UT Whats app group to respond and resolve problems and activities that take place at the regional office and become the foundation of networks in social interactions because women are more personal and facilitative in taking turns in discussions (Bass & Bass, 2008, p. 1269). Decision making in the regional office since work from home is adjusted to the type of activity to be carried out, some policies and decisions are decided jointly through general meetings via teams, zoom and whats app groups. However, several policies were also decide among regional office leaders only through the leader's whats app group. Trust is also given to staff in completing work and activities from home with instructions and orders (Pearce & Sims, 2002, p. 173) personally or delivered in whats app groups. Meanwhile, the division of labour in the regional office has adjusted to the number and ability of the staff to complete the work. Some of the work of the head of administration and learning and material manager has delegate to the staff or person in charge, either via the regional office group whats app or personal email of staff working from home.

The workload at home by taking care of children all the time coupled with children with online schools also maintains the health of family members. Leading an open and distance university from home is not easy and requires extra energy during the Covid-19 pandemic for women leaders who serve as heads of administration and managers of learning and materials, this is in line with the research findings of Sari & Fikri (2021, p. 13) and Jains (nd, p. 31). However, leading a university from home can still be carries out with family support and the convenience of technology, good communication and an internet network that supports smooth work from home. Work culture is influential in share leadership (Pearce & Sims, 2000, p. 132) but does not prevent women from leading open and remote universities during the Covid-19 pandemic. Although women leaders are always connected to the environment and work (Valerie & Carole, 2009, p. 67) technology has an impact on teaching infrastructure, resources and stakeholder relations in the digital era (Sheninger, 2019, p. 3) especially during a pandemic of many services public organizations go online.

## Conclusion

Leading higher education from home, women leaders such as the head of administration and UT learning and material manager as well as Serang-Jakarta staff demonstrate commitment, are proactive, trustful and can make decisions quickly with the leadership and other staff. Commitment to work shown by the head of administration and learning and material managers who want to work from home even though they work from morning until late at night by connecting office computers and laptops at home using the team viewers application. Trusting subordinates in completing work, delegating work to staff and in charge of activities at regional office and decision making is carries out together with the leadership and staff through meetings using Microsoft Teams and several decisions have made at the regional office leadership level. Working from home for women can be done with intense communication and coordination with other staff and leaders as well as with family support, technology and a good internet network.

Remote colleges from home during the Covid-19 pandemic, but from this study, even in a pandemic and facing uncertainty, female leaders were able to adapt, innovate and lead with high commitment.

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