

The Women's Leadership in Private University Governance in Gorontalo Province

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Abstract

This study aims to explore women's leadership in the context of private higher education governance (PTS) in Gorontalo Province. Through a qualitative approach, this study analyzes the factors that influence leadership styles, including masculine and feminist leadership styles, as well as the challenges and obstacles faced in managing educational institutions. The results show that female leaders tend to adopt a democratic and collaborative leadership style, listen to input from team members, and create an inclusive work environment. Despite obstacles related to a centralized management system, leaders can still implement strategies that build synergy and collaboration among team members. This study identifies supporting factors such as foundation support, strategic campus locations, and innovative team commitment as key elements in improving the quality of education management. The implications of these findings indicate the importance of integrating masculine and feminist leadership styles to achieve organizational success. The recommendations produced aim to maximize the effectiveness of women's leadership in the context of PTS, as well as encourage the development of more inclusive and collaborative policies in the management of higher education in Gorontalo Province. This research is expected to make a significant contribution to improving the quality of education and women's empowerment in the realm of higher education leadership.

Keywords:

women's leadership; feminism; governance

Introduction

One of the main factors in sustainable organizations is leadership. This quality is essential for every organizational leader to possess. A leader holds the primary responsibility for both the success and failure of their team. Furthermore, they serve as role models for their subordinates in terms of behavior and work ethic. According to Brown, a leader cannot be separated from their group; instead, they should be viewed as occupying a position of significant potential within their field. The character of a leader is capable of changing, influencing, and directing others to achieve the organization's goals, guided by a strong vision and mission (Novitasari, 2020).

The effectiveness of a leader is determined by their ability to influence and direct their members. Leaders inspire passion and excitement in their work, promote safety, enhance the quality of work life, and improve overall organizational performance. In addition, they play a crucial role in assisting both groups and individuals in achieving the organization's objectives. A

leader is someone who possesses the skills and strengths necessary to motivate others to collaborate on specific activities aimed at reaching one or more objectives.

Given the importance of leadership in an organization, it has become an intriguing focus for researchers in the field of organizational behavior. The quality of a leader is often considered one of the most significant factors determining an organization's success or failure. Thus, leadership is a key element in the effectiveness of an organization, as the overall quality can be reflected in the harmonious working relationships between its members and their leaders. Historically, male leadership has been more dominant compared to female leadership. However, entering the 20th century, women's presence in the workforce increased drastically, as the capabilities of women often surpassed those of men (Catalyst, 2020). Access to high-quality education has provided women with greater opportunities to assume leadership roles within organizations.

In world history, Margaret Hilda Thatcher was a prominent English politician and stateswoman, serving as the first female Prime Minister of the United Kingdom from 1979 to 1990. During her tenure, she implemented economic policies that became known as Thatcherism, which aimed to combat high inflation. These policies emphasized deregulation—particularly in the financial sector—privatization of state-owned enterprises, and the reduction of the power and influence of labor unions. Another influential figure is Hillary Diane Rodham Clinton, who served as a U.S. Senator and became the first First Lady to run for a general election for a political position in the United States. Hillary Clinton held the office of United States Secretary of State from January 22, 2009, to February 1, 2013.

In developing countries, Maria Corazon Sumulong Cojuangco Aquino, widely known as Cory Aquino, served as the president of the Philippines. She was the first Asian woman to become a female president in the world. Cory Aquino's administration enacted a new constitution to counter the autocratic rule of President Ferdinand Marcos.

In Indonesia, Retno Priansari Marsudi stands out as the first female Minister of Foreign Affairs, having held the position since October 27, 2014. In 2011, she received the Order of Merit from the King of Norway, becoming the first Indonesian to earn this honor. Additionally, in 2017, Retno was recognized as an agent of change in the field of Gender Equality and Women's Empowerment by UN Women and the Global Partnership Forum (PGF). UN Women is a United Nations agency dedicated to advancing gender equality and empowering women, while the PGF is a non-profit institution aimed at fostering innovative partnerships for development.

The role of women as leaders is increasingly recognized in the field of education. Women are assuming leadership positions at both university and faculty levels, demonstrating significant

progress. Notable female leaders in higher education include Charlotte Borst (Rector of Idaho State University), Gwendolyn Elizabeth Byod (Chancellor of Alabama College), and Diane Campbell (Assistant Dean of Mercer County Community College). These three women rank among the top 25 successful female leaders in higher education (Emardi, Nirzalin & Fauzi, 2023).

Mualifa (2015) cites examples of successful women who hold rector positions in Indonesia, such as Dwia Aries Tina Pulubuhu (Hasanuddin University) and Dwikorita Karnawati (Gadjah Mada University). According to Lubis, Siahaan, and Siregar (2022), although the number of female workers in higher education has increased, this growth does not reflect a proportional rise in the number of women occupying leadership roles. Okolie and Ivwighren (2023) revealed that the representation of women in leadership and management positions remains limited, particularly at higher educational levels.

The importance of leadership in education lies in guiding groups to achieve shared objectives. Leadership encompasses a range of actions or processes whereby an individual uses influence, authority, or power to motivate others—essentially all components within the educational institution—to advance the social system and achieve beneficial outcomes.

Despite the fact that 65 percent of university graduates worldwide are women, and this percentage includes 65 percent of graduates from top universities, the representation of women in leadership roles in higher education in Indonesia does not align with these statistics. Currently, there are only nine female rectors or chairs, while the country boasts 97 State Universities (PTNs) and 3,124 Private Universities (PTSs). In contrast, 50% of private companies in Gorontalo Province are led by women.

A leader is defined as a person who possesses skills and strengths in a particular field, enabling them to influence others to work together towards achieving specific goals. Leadership is considered a crucial factor that influences the performance of subordinates. One of the most important elements affecting the success of the leadership process is the behavior or style of the leader. Leadership style is understood as the behavior or method chosen and employed by a leader to influence the thoughts, feelings, attitudes, and behaviors of their organization (Mulawarman & Srihandari, 2021).

Several studies have formulated the characteristics of women's leadership, highlighting unique traits that distinguish it from men's leadership. Women are often perceived as more interpersonal; they tend to listen better, which fosters a sense of comfort and importance among others. Moreover, women generally have a stronger commitment to values of equality. They also exhibit cooperative and supportive behaviors, in contrast to a more self-promoting and competitive nature that can sometimes characterize men. Women typically dislike conflict,

demonstrate relative patience, and pay close attention to small, complex details, which contributes to a collegial atmosphere (Sinambela, 2019).

Additionally, Paskalia (2015) notes that the communication style of women leaders is characterized by firmness, discipline, and formality, with a strong work orientation. In contrast, men tend to adopt a more friendly, flexible, and informal style, with an orientation focused on building relationships. For instance, a case study at Satya Wacana Christian University (UKSW) in Salatiga illustrates this commitment to increasing female representation in leadership positions. The university launched a mentoring program aimed at women, involving senior female leaders who share their experiences and knowledge with the next generation of female leaders. According to UKSW data, this mentoring initiative has resulted in a significant improvement, with 30% of deans in the faculties being women.

Generally, Situmorang (2011) categorizes women's leadership styles into two types: feminist-masculine leadership and transformational-transactional leadership. However, it is important to note that many female leaders may combine elements of both styles, adapting to the characteristics or demands of their work environments (Rositan & Setiawan, 2014). According to Loden (1985) as cited by Situmorang (2011), there are two styles of women's leadership: 1) masculine leadership style and 2) feminine leadership style.

The masculine leadership style is characterized by competitiveness, hierarchical authority, high control by the leader, and an emotional detachment that favors analytical approaches to problem-solving. This style is oriented towards task achievement and decision-making capabilities. In contrast, the feminine leadership style is marked by cooperation, collaboration with managers and subordinates, lower control from the leader, and a problem-solving approach based on intuition and empathy. Feminine leadership is more oriented toward cooperation, relationship building, and connection.

Perceptions of masculine and feminine leadership characteristics have evolved over the years, as indicated by Visser's (2002) research on gender-based cultural prototypes in the Netherlands. According to Visser's findings, feminine leadership styles are often associated with family orientation, while masculine styles tend to be more career-focused.

Based on the context of the study regarding women's leadership in the governance of private higher education institutions in Gorontalo Province, this research aims to delve deeper into various aspects related to leadership styles and their influence on educational management. The main focus of this study is to understand how women's leadership plays a role in managing private higher education institutions in the region. To achieve this objective, the research is divided into several sub-focus areas. First, the researcher intends to explore the masculine

leadership styles employed by women in the governance of private higher education institutions. This investigation is essential because leadership styles can significantly influence decision-making processes, organizational dynamics, and ultimately affect the quality of management and organizational effectiveness. Next, this study will examine the feminist leadership styles applied by women in governance within the private higher education sector in Gorontalo Province. Feminist leadership styles are often characterized by a more collaborative and inclusive approach, which fosters a sense of involvement and support among team members. By understanding this second leadership style, the researcher hopes to provide a comprehensive description of how women utilize both styles in their contexts and how these styles influence the management of higher education institutions. Additionally, this research seeks to understand the governance of private higher education institutions more generally, including the inhibitors that can affect the quality of management in these institutions. By exploring the obstacles and challenges faced by women leaders, this study will shed light on how these barriers can be overcome.

On the other hand, this research will identify supportive factors that enable women to manage private higher education institutions more effectively. Understanding these supportive factors is crucial for providing guidance in the development of managerial capacity within private higher education institutions and for enhancing the quality of education offered.

The purpose of this study is to analyze and find relevant theories and practices related to women's leadership in the context of managing private higher education institutions in Gorontalo Province. By conducting an in-depth analysis, this research aims to fill existing theoretical and empirical gaps while providing constructive implications and recommendations based on successful findings. The expected implications and recommendations from this study will cover various aspects related to both masculine and feminist leadership styles and their influence on the management of private higher education institutions. These recommendations will not only benefit leaders within educational institutions but can also serve as a reference for other stakeholders involved in the development of higher education in Gorontalo Province. Moreover, this research aims to provide relevant information regarding inhibitory and supportive factors that affect the quality of management in educational institutions, which can serve as a foundation for ongoing improvements and development in the management of private higher education institutions in the region. Thus, this research is expected to contribute significantly to the enhancement of educational quality and organizational management in the private higher education sector in Gorontalo Province.

Methods

This study is conducted in five universities, chosen based on the consideration that these institutions are led by women, specifically in the role of rector. This selection serves as the primary focus because women's leadership in higher education can provide distinct and significant perspectives on management and the development of these institutions. The research is carried out through a series of structured stages to ensure the accuracy and validity of the data. The first stage is the pre-field phase, where researchers prepare by collecting initial data and determining the research methods to be employed. During this stage, researchers also conduct a review of relevant literature to gain a deeper understanding of issues related to women's leadership in higher education, enabling them to formulate appropriate research questions. Following the pre-field stage, the research continues to the implementation phase in the field. During this stage, researchers visit each university to collect data directly. Data collection techniques include in-depth interviews with rectors and teaching staff, observations of campus activities, and the distribution of questionnaires to students and other relevant parties. Through this direct interaction, researchers aim to extract richer and deeper information about the experiences and perspectives of women leaders in managing these institutions.

Once all data is collected, researchers proceed to the data analysis stage. During this stage, all obtained information is systematically analyzed to identify relevant patterns, themes, and relationships. This analysis process aims to interpret the results of interviews and other data, providing a clear picture of women's leadership conditions in each university. Such in-depth analysis is expected to generate new insights regarding the role of women leaders in the context of higher education. Next, the researcher formulates findings based on the conducted analysis. In this stage of formulating findings, researchers compile research results that include insights into the influence of women's leadership on the management of higher education institutions, the challenges faced, and the contributions made to the development of these institutions. These findings are crucial for understanding the dynamics of women's leadership in private higher education and for providing useful recommendations for educational policy development. Finally, researchers compile a report presenting the entire research process, findings, and recommendations. This report aims to provide a comprehensive description of the roles and impacts of women leaders in the private higher education sector in Gorontalo, serving as a basis for future leadership policy and practice development. Through a structured and systematic approach, this study aspires to make a significant contribution to understanding the dynamics of women's leadership in higher education and to promote improvements and innovations in the management of higher education institutions.

Results and Discussion

In recent years, attention to women's leadership in the education sector, particularly in Private Universities (PTS) in Indonesia, has increased significantly. This research focuses on the leadership styles of women serving as rectors at five private universities in Gorontalo Province: Bina Mandiri University Gorontalo, Bina Taruna University Gorontalo, Bakti Nusantara Health College Gorontalo, Ichsan University North Gorontalo, and Gorontalo Polytechnic. The underlying motivation for this study is that all these institutions are led by women. The aim is to explore how these leadership styles influence the management and development of these institutions, as well as the challenges faced by women leaders within the local social and cultural context. Through a qualitative approach, this study seeks to provide deep insights into the contributions and impacts of women leaders in enhancing the quality of education and empowering the surrounding community.

Leadership Style

The main emphasis of this study is on the importance of decisiveness in leadership, particularly in the context of leading and collaborating with subordinates or partners. Although rectors possess significant authority, respondents have explained that assertiveness is crucial for effectively fulfilling their roles. Assertiveness is necessary to ensure that tasks are carried out effectively, especially when timely decisions are required. Respondents also highlight the importance of treating subordinates as partners rather than merely employees, fostering a collaborative work environment.

Some leaders exhibit a democratic and adaptive leadership style, which distinguishes them in managing educational institutions. These leaders believe that every team member has an important voice and role in the decision-making process. By providing ample opportunity for subordinates to express their opinions and ideas, they create an inclusive and collaborative work environment. By prioritizing two-way communication, these leaders ensure that input from staff and lecturers is heard and considered. However, despite this inclusive approach, leadership does not solely rely on collective input when making decisions. After analyzing the suggestions and opinions presented, leaders ensure that the decisions made align with the long-term interests and vision of the university. This approach not only fosters a sense of belonging among staff and lecturers but also cultivates a shared sense of responsibility for the university's progress. On the other hand, masculine leadership tends to emphasize a leader's ability to exert control and formulate policies within an organization. Respondents have indicated that in formal situations, there are certain expectations regarding appearance and demeanor, particularly related to gender. Nevertheless, as leaders, their primary focus remains on making sound decisions and

managing the organization effectively, regardless of appearances or formalities that may be present during specific events.

Picture 1.

Resource Person'n Interview



Source: research documentation

Leadership Orientation

Leadership is a process-oriented endeavor that emphasizes effective supervision and management to achieve desired team outcomes. This approach positively impacts the creation of a disciplined and responsible work culture. There is a strong sense of trust that every step in the process is vital for achieving quality results. Through strict supervision, we can ensure that every team member understands their responsibilities and has clear directions in their work. Open communication and constructive feedback are integral to this process, allowing challenges to be addressed in a timely manner.

Furthermore, a process-oriented approach provides opportunities for team members to learn and develop. Encouragement is essential for contributing to the formulation of strategies and solutions, ensuring that not only are desired results achieved, but individual and collective abilities are also enhanced. By focusing on the process, every member feels involved and gains valuable experience, ultimately contributing to the achievement of shared objectives.

In team management, there is a commitment to creating a productive and collaborative work environment that prioritizes the process. By doing so, we not only move closer to our

desired outcomes but also build a strong foundation for long-term success. Thus, the principle holds that optimal results will follow from a well-planned and managed process.

When individuals are given unclear responsibilities, the focus should shift to navigating the process to reach established goals. Success is not merely an endpoint but a reflection of the journey undertaken to achieve desired results. Every step in this journey is an important part of the overall success. While there are targets to be achieved, such as specific semester goals, it is crucial to understand that the journey toward these objectives truly reflects success. Leaders should empower subordinates to view their work not as a burden but as a meaningful endeavor that must be completed. As one source notes, if work is perceived as a load, individuals may feel overwhelmed and prone to procrastination. Conversely, leaders should encourage subordinates to adopt a mindset that makes work feel lighter and more enjoyable. This way, tasks can be accomplished continuously without feeling forced.

Picture 2.

Resource Person's Interview



Source: research documentation

Authority in Leadership

Authority in decision-making is an inherent aspect of leadership. This authority involves not only firmness but also a deep understanding that every decision carries with it responsibility and risk. A leader must be prepared to face the consequences of their choices, acknowledging that there are risks to be managed. Therefore, it is crucial to exercise authority firmly to ensure that decisions align with the responsibilities that come with them. The importance of shared roles in leadership is underscored by the presence of deputy directors, vice chancellors, and other deputies. If all decisions and tasks are solely the responsibility of the main leader, subordinates or team members may not understand their roles and may lack the initiative to contribute. This can also lead to the leader feeling overwhelmed. Consequently, delegating tasks is key to effective organizational operation, ensuring that every team member has clear responsibilities.

Leadership authority is not merely about power or control; it also involves responsibility. As leaders, individuals are responsible for creating a supportive work environment that fosters development and collaboration. Therefore, it is essential to find the right balance between exercising authority and allowing room for discussion and participation.

Picture 3.

Resource Person's Interview



Source: research documentation

In critical situations or during challenging times, swift and firm decision-making is often necessary, requiring the authority of the leader to guide the team. However, in many other situations, involving the team in the decision-making process can yield better solutions and support their developmental capacities.

Thus, there is a need for a commitment to leading with authority while aligning with situational needs, always striving to create harmony between strong leadership and the active participation of team members. This approach is not only about achieving results but also about fostering a positive and productive work culture.

Competition

Competition is essential for enhancing the performance and effectiveness of an organization. A resource person emphasizes the importance of placing the right individuals in strategic positions, as not everyone is suited for every role. This underscores the need for thorough evaluations to identify competent individuals who are well-matched to their responsibilities, acknowledging that some individuals excel in specific fields more than others. Such competition is vital for maintaining the quality and sustainability of the organization.

Competition can serve as a significant motivator in improving team performance. Within a competitive context, various values emerge that contribute to the development of individuals and groups, including hard work, productivity, creativity, and well-established cooperation. Primarily, competition motivates team members to give their best effort. When faced with challenges or rivalries, individuals are driven to work harder and more efficiently to complete their tasks. This environment fosters a culture where everyone strives to maximize their potential, ultimately contributing to the team's overall success.

Additionally, competition encourages innovation and creativity. In the pursuit of excellence, team members seek new and better ways to solve problems or complete their tasks. They are motivated to think outside the box and embrace innovative approaches, positively impacting the team's operations and achievement of objectives.

Cooperation is another crucial aspect of competition. Although rivalry may seem counterproductive, healthy competition fosters a sense of solidarity and collaboration among team members. They learn to support one another, share knowledge, and appreciate each other's contributions. This creates a cohesive team atmosphere where everyone feels involved and united in pursuing common goals.

From an organizational perspective, the positive effects of competition at the team level ultimately enhance overall performance. Teams that work well together, exhibit innovation, and

provide mutual support are better equipped to achieve their targets and confront challenges. Therefore, I believe that healthy competition can yield numerous benefits, encouraging teams to continue developing and succeeding collectively. Undoubtedly, competition is a key factor in boosting team performance and achieving shared success.

Handling Conflict

Leaders understand that conflict is a normal part of any organization, and it is essential to handle it effectively. In the event of a conflict, they strive to neutralize the situation by first analyzing the problem independently. If the conflict can be resolved personally, they will take the necessary actions to address it. However, if the conflict involves larger organizational issues that cannot be resolved alone, they will escalate the problem to higher management.

Conflict is an unavoidable aspect of any organization, arising from differing opinions, disagreements, or work pressures. However, conflict can also serve as a positive source of energy that can make an organization more dynamic if managed well. Therefore, effective conflict management is crucial to ensure that the team remains productive and capable of facing larger challenges in the future.

When faced with conflict within the team, the first step is to identify the problem clearly. To overcome conflict, it is essential to understand the root cause. Consequently, leaders should invite the team members involved to engage in an open discussion about the issue that triggered the conflict. In this discussion, it is important to create a conducive environment where all parties feel safe to express their opinions and feelings without fear of blame.

Once the problem is identified, the leader should involve the entire team in the resolution process. Leaders can request team members to share their perspectives on the existing situation, giving everyone the opportunity to contribute and help formulate a comprehensive solution. This process involves in-depth analysis, verification, and validation of information so that decisions are based on accurate and relevant data.

Leaders should also pay specific attention to considerations that may influence the final decision. This includes assessing the impact of the decision on team members, the long-term goals of the organization, and any potential external implications. By involving the team at every step, leaders foster a sense of ownership regarding the decision, which can ultimately enhance their commitment to resolving the issue.

After thorough analysis and consideration, the results of the discussions and recommendations will be executed as a decision. The decision should be communicated to all parties involved, with clear explanations of the rationale behind it, ensuring that every team

member feels appreciated and understands the process undertaken. Leaders should also conduct evaluations and reflections together with the team. This practice is vital for learning from experiences and preventing similar conflicts from arising in the future.

Synergy and Collaboration

Effective leadership plays a crucial role in creating synergy and collaboration within a team. In this context, it is important to build a solid team where every member feels appreciated, trusts one another, and has the opportunity to contribute maximally. To realize synergy in the team, the first step is to create a positive work culture. This can be achieved by emphasizing the importance of mutual respect and appreciation among team members, as well as upholding the organization's rules and values. By fostering respect and trust, it is hoped that every member will feel comfortable sharing ideas, communicating openly, and providing constructive input.

Effective communication is the key to successful collaboration. Therefore, keeping communication channels open is highly recommended. Regular meetings should be held to discuss goals, challenges, and progress. In each meeting, every team member should be given the chance to speak, share opinions, and provide input. This inclusive approach makes all members feel involved and reinforces their important role in achieving shared objectives. Encouragement and support among team members in performing their tasks is also a crucial aspect. A great team is one that works hard, supports one another, and takes responsibility collectively. By building a collaborative spirit, the strengths of each individual can be harnessed to produce better results than what can be achieved individually. To ensure that all team members remain focused on their responsibilities and commitments, clear and measurable goals need to be established. Every team member must understand the existing expectations and how their contributions influence the overall success of the team and organization. This not only increases accountability but also maintains motivation and a strong work ethic.

Recognition and appreciation of team achievements are critical. Acknowledging the hard work and dedication of team members can enhance their motivation to continue contributing and collaborating. This creates a positive and productive work atmosphere. In a collaborative leadership approach, where every team member feels empowered and engaged, challenges can be faced more effectively, leading to greater success. Feminine leadership, which emphasizes a collaborative approach, is key to building a successful and effective team. Each team member possesses unique potential and abilities that can contribute to achieving shared objectives. It is important to create an environment where all members feel appreciated and heard. Open discussions are encouraged so that everyone feels comfortable sharing their ideas and

perspectives. This method allows the team to explore more creative and comprehensive solutions, as well as enhance mutual respect and trust.

While collaboration and empowerment of team members are highly emphasized, supervision and direction are also important. A leader must provide guidance and support to ensure that each individual has a clear understanding of their roles and responsibilities. Proper supervision allows leaders to monitor team progress, provide constructive feedback, and ensure that the established goals are achieved. Supporting the development of individual skills within the team is also crucial, so that members feel motivated to contribute and can enhance their capacity and capabilities. This creates a greater sense of ownership and responsibility, which helps foster synergy and improve overall team performance.

By blending elements of collaboration and supervision, an effective working team can be established that achieves optimal results. The outcome is a positive and productive work environment where every member feels empowered and engaged in the journey toward success together.

Inhibiting factors

Source person disclose that perceived obstacles related with management is Because system centralized management. In personal, leadership feel There is challenge when must interact direct in hierarchical system. Although centralized management own advantages, such as efficiency and clear structure, sometimes There is difficulty in take decision or respond in a way flexible Because all something must direct referred to to above. even though system This Good in a number of thing, there is situations where a more appropriate approach is flexible and not too centralized Possible more fits. This allows more Lots autonomy in operate task daily.

On the side other, perspective source person to express that obstacle is not something complicated or hinder, but as chance for learn and build self, team, and organization. When you meet obstacles, leadership realize the need Study more Lots For find solution . Related factor inhibitor importance complete all something in accordance regulation than call it as obstacles. The solutions he implemented involving cooperation team, learning sustainable, and effective collaboration For reach objective organization.

Supporting factors

a number of factor very important support in governance Private Higher Education Institutions (PTS) in their institutions. Factors the includes prospective study programs, support foundation, committed and innovative team, location strategic campus in the middle city, number

students who continue increased, measurable governance, and a clear roadmap. In addition, the lecturers with potential best also support progress campus. Resource person state that factors This has walk effective and highly sourced in increase quality college tall in a way overall.

Implications style leadership

Leadership masculine and feminine own different implications in context organization, and each brings uniqueness as well as challenge alone. Leadership masculine usually marked by the taking of quick, focused, and tending decisions firm. Approach This can simplify the process of taking decision, but often lacking involving input from member team, which can result in low involvement and sense of ownership to results decisions. In addition, leadership masculine often operating in structure strict hierarchical, where communication tend nature One direction. This is Can hinder creativity and innovation, because member team feel limited in express their ideas. On the other hand, though There is strong focus on results and power competition, pressure For reach high targets can create stress and neglect welfare employee.

On the contrary, leadership feminis push collaboration and participation in taking decision, which creates environment more work open and inclusive. Within the framework leadership this, member team feel valued Because voice they heard, which increases motivation and engagement in projects. Environment inclusive work This promote diversity discourse and perspective, which can reduce conflict at a time increase cooperation. Approach feminists also tend to focus on development skills and empowerment individual, where the leader give chance for member team For take role active. With Thus, leadership feminis No only strengthen dynamics team moment this, but also foster future leaders who have skills important in collaboration and innovation.

Recommendation For maximize effectiveness second style leadership This important For applied use reach optimal results. In the context leadership masculine, important for leader For open room for participation member team in taking decision. With host a discussion forum or brainstorming session, leader can foster a sense of involvement among member team, which in turn increase quality decisions taken. In addition, increasing quality communication and creating supportive environment welfare employees are also very necessary, so that the pressure For reach results No sacrifice mental and emotional health member team. Temporary for leader feminist, focus on development individual and improvement welfare employee through training programs as well as flexibility work is very important. With method this, member team can feel more empowered, and they will more capable contribute in a way positive to objective together.

Conclusion

Integrating elements from both masculine and feminine leadership styles can create a more collaborative, innovative, and productive work environment. By merging the strengths of each style while addressing their weaknesses, organizations can build teams that are not only effective in achieving targets but also harmonious in interpersonal relationships. This approach is highly relevant in today's evolving workplace, where rapid response and collaborative strategies are key to survival and competition in a dynamic market.

Based on the interview results, a collaborative and inclusive leadership style is especially pertinent in increasingly complex and diverse modern organizations. This approach emphasizes equality, participation, and appreciation for diversity, which can enhance innovation, motivation, and team engagement. Below are several recommendations for applying a collaborative and inclusive leadership style:

1. **Establish Transparent Communication Channels:** Leaders must create transparent and open communication channels where every team member feels comfortable sharing ideas, opinions, and feedback. Utilizing digital communication tools, such as collaboration platforms, can help overcome geographical barriers and facilitate participation.
2. **Practice Active Listening:** It is essential for leaders to actively listen to and appreciate the perspectives of all team members, including those who may not often speak up. Regular brainstorming sessions or meetings that allow everyone to contribute can significantly increase involvement.
3. **Distribute Responsibilities Thoughtfully:** Assign projects and responsibilities based on the skills, interests, and experiences of team members. Building cross-functional teams for specific projects can strengthen connections among employees and provide broader perspectives.
4. **Implement Diversity and Inclusion Training:** Conduct training programs and workshops focused on diversity, equality, and inclusion. These initiatives can help team members understand the importance of diversity in the workplace and how to create a more inclusive environment.
5. **Embed Diversity and Inclusion in Organizational Values:** Integrate the values of diversity and inclusion into the organization's vision and mission. Celebrate team achievements by recognizing the contributions of all members, such as awarding individuals or teams that exemplify outstanding collaboration.
6. **Establish a System for Constructive Feedback:** Implement a constructive and sustainable feedback system, where team members can provide each other with positive and

constructive input. This can include appointing mentors or role models within the team to guide and support the professional development of others.

7. **Promote Work-Life Balance:** Encourage a balance between work and personal life for team members. Offering flexibility in working hours or locations can help team members feel more valued and committed to contributing in a supportive environment.
8. **Conduct Periodic Evaluations of Leadership Strategies:** Regularly evaluate the leadership strategies in place. Collect feedback from team members and use this data to improve existing processes and policies, ensuring the relevance and success of the leadership model.
9. **Cultivate a Positive Organizational Culture:** By implementing the above recommendations, a collaborative and inclusive leadership style can foster a positive, innovative, and productive organizational culture where every individual feels valued, involved, and motivated to achieve shared objectives.

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