http://ejournal.uika-bogor.ac.id/index.php/amk

The Role of Women's Leadership in Developing Organizational Culture (Case Study at the Family Planning Counseling Center, Medan Tembung District)

Sopiah Widia Rahma Nasution [1], Delfriana Ayu A. [2], Zuhrina Aidha [3]
Faculty of Public Health
Universitas Islam Negeri Sumatera Utara

Article Info

ABSTRACT

In an organization or institution, stereotypes that state the dominance of men as leaders are still very strong, but women's leadership has begun to emerge since the issue of human rights and gender equality was voiced loudly by feminist activists. In general, the potential that women have as religious, social, and cultural individuals is not much different from the leadership potential of men. The importance of understanding good and correct leadership models. This research aims to determine the role of women's leadership in developing organizational culture. This research method uses a descriptive qualitative approach and the data obtained in this research are the results of interviews, observations, and literature studies which are then analyzed descriptively qualitatively. It can be seen that women are also able to act as good leaders, no less good than men's leadership, while the leadership role of women in an agency or organization is also very large and has a positive impact. especially in developing culture in organizations, not only that, women's leadership can also think rationally and conditionally, and better understand environmental conditions and atmosphere, so the role of women's leadership in developing organizational culture is also as someone creative, innovative, and able to bring progress. Leadership in developing an organization or agency is not only a man, but a woman can also be a leader in developing a good and correct organization.

Corresponding Author:

Sopiah Widia Rahma Nasution
Universitas Islam Negeri Sumatera Utara
Email: widyanst1109@gmail.com

INTRODUCTION

The leadership behavior approach is based on the success or failure of leaders in an organizational culture determined by their style of attitude and way of acting. The style of attitude and action will be seen from how to do work, such as how to give orders, how to give tasks, how to give decisions, how to supervise the work of subordinates, how to enforce discipline, how to enforce justice, how to behave with subordinates, and so on.

In the world of organizations or within an institution, there is a stereotype that states that men still dominate positions as leaders very strongly (Fitriani, 2018: 2). However, now this stereotype has

begun to change and be broken. A survey conducted by Grant Thornton International, entitled "Women in Business 2018", contains gender diversity in the business world.

Women's leadership is currently an issue that is often discussed by the public. Increasing the role of women is no longer a new trend or phenomenon as some people say. Women as heads of government have existed since the 15th century BC. Women's leadership began to rise from a long slumber since the issue of human rights and gender equality was loudly voiced by feminist activists.

We can see the leadership of women in various roles and strategic positions in community life today. Indonesian women have dared to emerge to take a strategic role in leadership and government. For example, the Indonesian state itself has also entrusted the leadership of a 5th president in the hands of a woman, namely Mrs. Megawati Soekarno Putri. In addition, in some regions, there have also been led by a woman such as Mrs. Tri Rismaharini as Mayor of Surabaya and Mrs. Tetty Paruntu as Regent of South Minahasa.

The abilities possessed by women as individuals in religious, social, and cultural do not have much difference from men. This becomes an urgency in understanding the right and dynamic leadership style. Leaders also influence in development of organizational culture. This is because organizational culture plays an important role in achieving the vision and mission that you want to aim for and have been mutually agreed upon. In addition, organizational culture can also be used as a reference to see evaluate, and plan changes, so that it will produce an organization that has quality human resources and can provide benefits for all parties.

METHOD

This research was carried out at the Family Planning Counseling Center, Medan Tembung District, Medan City, North Sumatra Province. The method in this study is to use a descriptive qualitative approach with informants consisting of 1 Head of Family Planning Field Extension Coordinator (Ibu Dedek,), 1, head of the socio-cultural section (Ibu Hanum), 1 head of the education section (Ibu Khairuna), 1 head of KB Village (Ibu Lina), 1 supervisor of the Adolescent Counseling Information Center (Ibu Nurhasanah), 3 chairmen of the Adolescent Counseling Information Center from three periods 2019-2023 (Ella, Aryani, Aulia). This study focuses on assessing women's leadership roles in developing organizational culture that includes social values, education, communication, and work experience as well as innovation, attention or concern for members, orientation, activity, and, also stability. The data obtained in this study is in the form of the results of interviews, observations, and literature studies which are then analyzed in a qualitative descriptive manner.

RESULTS AND DISCUSSION

Leadership is a science or theory that is assembled directly by someone called a leader, leadership can also be said to be the style or ability of a person to lead an organization or group. Leadership has different types, but leadership still has the same goals. Leadership is a person's ability to influence a group of people who can be called members or subordinates to work to carry out their duties by the goals and objectives to be achieved before. Leadership can also be distinguished between leadership as a position or position and leadership as a social process.

Leaders have a strategic influence on organizational performance because the quality of the organization can be seen from the cooperation between members and leaders (Yulianti, 2018 Purwanti et al, 2022). A leader can influence morale, safety, quality of work life, and organizational performance. Leaders also have an important role in helping groups or individuals within them to achieve goals. With the movement of women's emancipation and gender equality that seeks to demand equal rights for women in various fields of life, the opinion and idea that women can also be influential people and able to appear in public as successful leaders.

Research on leadership conducted by Keohane (2020) identified that women's leadership tends to be reciprocal and provide benefits to others. To the results of interviews with the speakers in this study. Based on their experience as chief coordinators as well as section heads, he explained that his

decision to become a leader was largely determined by the positive contribution that could be made to the agency. Mrs. Dedek explained her motivation to become a leader because she wanted to serve herself and also be dedicated and contribute positively to the family planning counseling center of Medan Tembung district. He also wants to provide encouragement for others or members to work well and productively and always improve their performance even better.

The statement from Mrs. Dedek's interview is: *"Motivasi I am willing to be a leader or chief coordinator here it is not because I have more power and influence that I want to show. I am willing to carry out my duties and mandate as a leader here because I also want to devote myself, practice good dedication, and knowledge, and contribute positively to every activity program at Balai KB, and I also want to encourage my members to be willing and able to always be better than me."*

The same thing was also said by Mrs. Khairuna, Mrs. Nurhasanah, Mrs. Hanum, Mrs. Lina, and the heads of the Adolescent Counseling Information Center, namely Ella, Aryani, and Aulia, that being in the current position as a woman leading an organization or group is not something they have wanted for a long time. The willingness of those who are selected to become leaders is based on self-motivation and want to share knowledge, hone potential, serve, dedicate, and make a positive contribution to the organization or group they hold.

From the statements of the speakers, it can be concluded that the dominant factor that motivates women to choose to become leaders is the principle of benefits and feedback they get. It is formed through a long internal process. A woman's leadership is not only determined by the height of the position or position but based on a decision that arises from within her which is the result of the process of character change in a woman.

When women have found a vision and mission in their lives, when they find inner peace, and also when they can form strong characters, their existence can drive change in their lives. , Her organization, and when her every word and action can influence the surrounding environment, that's when a woman finally forms into a true leader. His leadership also includes processes that influence and determine the goals of the organization, motivate member behavior to achieve common goals, and influence members to improve their group and culture in the agency or organization (Siagian, 2015 in Purwanti et al, 2022). The concept of leadership cannot be separated from one's ability to influence others (influence) and also one's power (power).

The role of women in nation-building in Indonesia began from GBHN 1978 until now, which mandates that women have the same rights, obligations, and opportunities as men to participate in development. But until now women's participation has not run according to their potential. Leadership does not distinguish between men or women, regardless of gendercan only be a leader and also have the potential to become a leader. The differences in leadership styles between men and women are as follows:

Factor	Man	Woman
Social and Emotional	1. Difficulty in expressing emotions 2. Get in touch with Activity Activities 3. Fill your time with Work 4. Focus on the end goal	1. Express emotions which are highly expressive 2. Relating to Communication 3. Spend time Spare with training 4. Focus on the process
How to view and think	1. Systematic and coherent 2. Pay attention to the core Issues and Final Results 3. Rely on facts and analysis	1. *Multitasking* 2. Pay attention to detail 3. Rely on intuition
Communication	1. Literally, develop facts and be informative 2. Communicate with Yourself when facing problems	1. Emotive, implicit, and Building relationships 2. Always talk and Storytelling as Exists problem
Physical	1. Physically stronger 2. Desire or desire appears all the time	1. High stamina 2. There is a hormonal influence

Orientation	1. Love achievements and Appreciation	1. Likes things related to feelings and it is rational
	2. Feel meaningful when working on something	2. Feel meaningful when Tied to family
	3. Build an identity and self through what Done	3. Identity lies in a child's success and family

The differences above affect leadership patterns between women and men. Women have a different way of leading than men, although a woman's leadership does not mean that she is no better than a man's.

According to Krech in Graves, it is defined as a pattern of atmosphere, either material or behavioral, that has been absorbed by society traditionally as a form of solving any problem. Members. The culture in it also includes all ways that have been organized, beliefs, norms, fundamental cultural values and contain a command (Purwanti et al, 2022)

While Moeljono on the other hand expressed Graves' opinion there are three points of view regarding culture, namely:
1. Culture is the product of the basic context in which the organization operates, the pressing regulations, and so on.
2. Culture is a product of structures and functions that exist in organizations, for example, centralized organizations are different from decentralized cultures.
3. Culture is a product of people's attitudes in their work, this means the product of psychological agreements between individuals and organizations (Nawawi, 2013: 2 in Purwanti et al, 2022).

Some studies also discuss transformational leadership or change which states that leadership not only affects organizational characteristics (such as culture, strategy, structure, resources, and value stems), but also provides creativity activation for its members, builds organizational culture, influences organizational climate, and build capacity to change and innovate (Jyoti &; Dev, 2015; Henriyani, 2020). Therefore, it can be concluded that the role of leaders in a group or organization must be to become agents of change and to provide direction to its members so that better changes occur (Syamsurizal, 2019).

The speakers also said that each of those who have held the mandate as a leader always wants to initiate changes for the agencies or organizations they hold in the hope that in the future there will be progress through work programs or new ideas that they have poured into the organization. Mrs. Dedek said in an interview that *"As the new chief coordinator of PLKB here I always think about what innovations, what new ideas I can apply here, every meeting or coordinating with members I also always question new ideas or input from them, so here we work not only to carry out work that has existed for a long time but also create or create new useful works for the progress of this family planning center, such as sparking new program ideas that are in line with current issues or planning and designing health counseling promotion strategies that are in line with the times, so we don't just live like that following an outdated or outdated system, but even though we always plan changes for future progress, we also still apply the principle, rules, and cultural values that already exist or can even be said to have become traditions here".*

As the head of Kampung KB, Mrs. Lina also stated that she always wants and arranges new changes for the progress of this KB Village *"Yes, as has also been said by our chief coordinator that we are here, starting from the head of the field or section head, the head of the KB Village, to the head of the Youth PIK also always given directions to think of new ideas that we must both plan and design, this aims to improve quality Our organization so we are not left behind from others, especially now that the era is getting more advanced. But, even though some have changed, we still carry out these changes by the principles and culture that already exist here, where we also adhere to the principles of 8 family functions, namely there are Religion, Socio-Culture, Love and Affection, Protection, Reproductive Health, Education Functions, Economic Functions, and also the Environment, So we always upgrade continuously from these 8 functions we do not remove but what is changed is only the system or mechanism to live it to be more progress and better."*

Carrying out the role of a leader, women must also have a good mindset or mindset. This mindset is in the form of stereotypes and their influence on the women's leadership process, the mindset of how resource persons continue to learn, process, and develop professionally and also how they as leaders can Hold fast to their principles and beliefs in carrying out his mandate as a leader.

Based on the results of interviews conducted with informants regarding their growth mindset, it can be concluded that all informants have many different experiences from each other. Among them, no one can get to their current position and become a leader just by staying in their comfort zone. For them, no one can just stay where they are, everyone has a strong mindset to move and grow to bring change and progress. They always try to look for opportunities to learn and develop, observe and take lessons in every role they have undertaken, they are ready wholeheartedly to be an important part of a job or program in the workplace or organization, and they are also brave to take big risks and steps when the situation requires them to do so.

In carrying out your duties and role as a leader who wants to develop a good organizational culture, the thing you must pay attention to is the social values within it. The social values referred to are values that determine and control human behavior. These social values are in the form of measurements in which actions are assessed in carrying out relationships or relationships with other people. According to Soedjito, with these social values, one person can predict what another person can do. The social values that exist in society are dynamic and will always change in line with a person's increasing experience, whether experience gained from outside the community or experience gained based on developments in thought patterns that are in line with current developments.

From interviews with the Heads of the Youth Counseling Information Center, a statement was also obtained regarding the socio-cultural values that had been implemented and lived and developed during their tenure at the Family Planning Counseling Center, Medan Tembung District. Aulia said, *"As for the socio-cultural values here, it is true it has been and always is applied, whether in the working atmosphere in the hall's office, the atmosphere of meetings or hearings, and also the working atmosphere in the field. I am the youngest chairman of PIK, and even though my term of office is new, I always try to adapt to the working atmosphere here, how can I apply all the values and principles that exist among my members, I also always discuss it first with seniors. "I am like Sis Aryani and Sis Ella who are more experienced and understand more about the history and culture that already exists, and along with the era of development, I also continue to coordinate to be able to develop the existing culture without having to change it drastically."*

Ella as Chair of PIK Pemuda for the 2019-2021 period also believes that "So far, things that have been attached must become social values and are always cultivated here, starting from simple things, but this is important and must be implemented, namely the 3S culture (Smile, Greet, Greeting) From here we can see what the norms of politeness are for a person, so it is hoped that the chairman as leader and his members can respect each other more and also be more familiar with each other. *"So even though the chairman has been replaced by our successors, the 3S culture must not be forgotten because this is the basis of existing social values."*

According to Aryani, as Chair of Ella's tenure, also said, *"I even had time to develop this 3S culture into an additional 4S, namely Sanctions, because I don't know why during my tenure there were so many members who had individual attitudes, were cool with themselves and even seemed like they didn't care." around if you pass by, you just pass by, never smile, let alone say hello and say hello, sometimes we are the ones who want to smile first but they are still busy with themselves, sometimes I think, how come they are so arrogant, they seem so apathetic too, but I I'm also trying as a leader to think about why and what to do so that this organization can stay alive and make changes, so if you think about it, maybe because the generation from my period was still in the early days after Covid, they were already used to online activities and were glued to their gadgets. each of them so that the basic social values have disappeared from them. Since then, since the end of Sis Ella's term of office, she has been affected by Covid, so she is usually more active in the WhatsApp group, previously the group was just sharing information and assignments, so I started sending Greetings such as good morning, good afternoon because I know that as the chairman who leads*

this organization I have to be able to influence them to get used to socializing again, but because I feel that it is not optimal, all of them are starting to realize and practice it. Finally, I try to give direction and add 1S "again, namely Sanctions, but the sanctions are not serious punishments, they are just warnings, social sanctions, and since they were implemented, thank God, everyone has started to wake up and return to implementing the 3S as before."

In implementing these social values, Mrs. Khairuna and Mrs. Hanum also have the same opinion *"Because we have been working here for a long time and have experienced leadership changes, we understand what it feels like and the difference when we are led by Mrs. Dedek as our new boss. and how did it feel when we were once led by a man, namely Mr. Agus. For us here, on average, most of the employees or members who work here are women, so we feel that his role as a leader is also very beneficial, we feel more comfortable and better understood by him, perhaps because we are fellow women. For men, their role as leaders is indeed seen as being stronger, and more assertive, but on the one hand, because men only adhere to and are fixated on existing values, rules, and culture, they live them outright without any other considerations could be said to be more stringent. But women usually think about a lot of things before they do them and feel them first. She's also called a woman, right? Sometimes we are in a bad mood, some are already tired of their work, plus sometimes there are problems at home, so if we are with our Head Mother, she can lighten the mood, she also wants to understand our situation and condition, The point is, I feel more understood because I'm a fellow woman. But some things have become different since being led by a woman. If there is a meeting, everyone is always allowed to have an opinion and discuss it and the meeting doesn't run stiffly, it's more relaxed but still serious. In the past, when it was still under male leadership, it felt like it was just more tense. So the atmosphere seems less familiar and prominent when it's here, the Head and we are his subordinates. Well, now, because this mother is still young, her thinking is much more modern, and there are many innovations for extension strategies which are also more interesting and creative, perhaps also because she is a woman, right, so this mother's leadership role as a woman who is the Head here is very influential in building an atmosphere. work that is more comfortable and interesting, brings more creative and innovative changes, develops a better organizational culture in the workplace."*

From the results of interviews with the sources above, it can be seen that women are also capable of playing a role as a leader, even no less good than men's leadership. The role of women's leadership in an agency or organization is also very large and has a positive impact, especially in developing organizational culture, the role of women's leadership can bring better influence and change, as a woman leader can bring herself closer to her subordinates or members, women can also think independently. rational and conditional, more sensitive to the environment and atmosphere, not authoritarian and not too harsh in leading but still firm and can be respected by its members. The role of women's leadership in developing organizational culture is also as figures who are creative, innovative, and able to bring progress.

CONCLUSION

Based on the results of research and analysis of the statements of the speakers, it can be concluded that the dominant factor that motivates women to become leaders is due to the principle of benefits and feedback, and this is formed through a long internal process. A woman's leadership is not determined by her high position or position but is based on a decision that arises from within her which is the result of a process of character change within a woman.

From the results of interviews with resource persons, it was concluded that women are also capable of playing the role of a leader, even no less good than men's leadership. The role of women's leadership in an agency or organization is also very large and has a positive impact, especially in developing organizational culture, the role of women's leadership can bring better influence and change, as a woman leader can bring herself closer to her subordinates or members, women can also think independently. rational and conditional, more sensitive to the environment and atmosphere, not

2654-8127

authoritarian and not too harsh in leading but still firm and can be respected by its members. The role of women's leadership in developing organizational culture is also as figures who are creative, innovative, and able to bring progress.

REFERENCES

[1]   Panjaitan, Hendripal. Peranan 'Aisyiyah dalam Pendidikan Islam di Kota Medan. Diss. Pascasarjana UIN Sumatera Utara, 2013.

[2]   Zuliana, Z. (2019). Kontribusi Pimpinan Wilayah 'Aisyiyah Sumut Terhadap Lembaga Pendidikan Islam dalam Mewujudkan Madrasah yang Berkarakter Peduli Lingkungan (Doctoral dissertation, Universitas Islam Negeri Sumatera Utara).

[3]   Kayatu, M. A., Utha, A., & Yusuf, M. (2022). PERAN WANITA SEBAGAI PEJABAT PUBLIK DAN BUDAYA ORGANISASI DALAM MENUNJANG KINERJA PEGAWAI NEGERI SIPIL PADA BADAN KEPEGAWAIAN DAERAH PROVINSI SULAWESI TENGGARA. Publica: Jurnal Administrasi Pembangunan dan Kebijakan Publik, 13(1), 54-61.

[4]   Mewengkang, L., Mandey, J., & Ruru, J. M. (2016). Peranan Kepemimpinan Perempuan Dalam Jabatan Publik (Studi Pada Kantor Sekretariat Daerah Kabupaten Minahasa Selatan). Jurnal Administrasi Publik, 2(044).

[5]   Qadarsih, A. M. (2021). PERANAN KEPEMIMPINAN PEREMPUAN DALAM JABATAN PUBLIK PADA KANTOR SEKRETARIAT DAERAH KABUPATEN KERINCI. Hurema: Journal of Human Resource Management, 1(1), 15-35.

[6]   Permatasari, R. (2020). PERANAN KEPEMIMPINAN PEREMPUAN DALAM JABATAN PUBLIK PADA KANTOR SEKRETARIAT DAERAH KABUPATEN KERINCI. Jurnal Administrasi Nusantara Mahasiswa (JAN Maha), 2(2-29).

[7]   LISA, F. (2020). PERANAN KEPEMIMPINAN WANITA DALAM JABATAN PUBLIK (Studi di Kantor Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Mataram) (Doctoral dissertation, Universitas_Muhammadiyah_Mataram).

[8]   Nizomi, K. (2019). Gaya kepemimpinan perempuan dalam budaya organisasi. JIPI (Jurnal Ilmu Perpustakaan Dan Informasi), 4(2), 128-149.

[9]   Supiyati, I., Rusmiwari, S., & Rohman, A. (2022). Hak Perempuan Dalam Jabatan Publik (Penelitian Hak Wanita Pelaksaaan UU RI No. 39 Tahun 1999 Tentang Hak Asasi Manusia) (Doctoral dissertation, Fakultas Ilmu Sosial dan Ilmu Politik).

[10]   Wungow, J. F., Lambey, L., & Pontoh, W. (2016). Pengaruh tingkat pendidikan, masa kerja, pelatihan dan jabatan terhadap kualitas laporan keuangan pemerintah Kabupaten Minahasa Selatan. JURNAL RISET AKUNTANSI DAN AUDITING" GOODWILL", 7(2).