

Leadership of Women In Decision Making (Case Study In State Islamic Religious Institute Metro Province Lampung)

Dini Cahyati*, Sowiyah, Tri Estu Wulandari, Elvira Putri Erlinda
Department of Educational Management, Universitas Lampung, Indonesia
*Corresponding Author

Abstract: Leadership Of Women In Decision Making (Case Study In State Islamic Religious Institute Metro Province Lampung). Decision making is included in one of the leadership variables, which in this case is carried out by female leaders in higher education. Objective: This study aims to describe the decisions made by the female chancellor at the Metro State Islamic Institute, Lampung Province. Methods: This study uses a qualitative descriptive method. Data collection techniques using interviews, observation, and document study. The data that has been collected is then analyzed by data reduction, data presentation, drawing conclusions and data verification. Findings: decision making was carried out by the female chancellor at the Metro Lampung Province Islamic Institute of Religion, namely by using a decision-making approach, along with several logical steps for decision-making. Conclusion: The female chancellor at the Metro State Islamic Institute makes decisions based on facts and deliberations.

Keywords: Women's Leadership, Decision Making, IAIN

I. INTRODUCTION

Education is one component that plays a very strategic role in the progress of a nation. Along with the development of global life, the excellence of a nation no longer only relies on natural wealth but also human resources. In today's advanced era, human resources are a very important element in an organization. Human resources are people who work within an organization, also called personal, labor, employees, or employees (Sunyoto, 2015). Human resources are also defined as policies, practices, and systems that affect employee behavior, attitudes and performance (Noe, Hollenbeck, Gerhart, & Wright, 2010).

Human resources referred to here are not only leaders but also subordinates or employees. But in their role, the leader is the main key to the progress of an organization, because the leader is a determinant of the direction, manager, and controller of where the goals of the organization are going. In moving his subordinates, a leader must have advantages over the people he leads. Therefore, in an organization / institution, a leader with a leadership spirit who is able to manage all the components in an institution he leads is needed.

Leadership is interpreted in various ways by experts. Leadership is the ability to direct followers to work together with trust and diligence to do the tasks given by the leader

(Terry, 2012). Leadership is basically an act of someone who tries to influence the behavior of other people or groups at any time and place, regardless of the reason (Thoha, 2012). Leadership is also a key element in organizational effectiveness, because the quality of an organization can be seen from the cooperation between members of the organization and its leaders (Porter, Crampon, Smith, & Performance, 1976).

In this modern era, with all the new regulations and forms of equality, leadership is not only able to be done by men but also women. Gender equality is a condition for women and men to enjoy the same status and conditions to fully realize their human rights and have the same potential to contribute to development, thus gender equality is the same assessment by society of the equality and differences of women and men. men in the various roles they perform (Ri, 2001). Gender equality is also known as gender justice, which is the view that all people should receive equal treatment and not be discriminated against based on their gender identity, which is natural (Charlesworth, 2005). This is one of the goals of the Universal Declaration of Human Rights, which seeks to create equality in social and legal fields, such as in democratic activities and ensure access to equal work and equal pay (Assembly, 1948). Although there are not a few who connect the ability to lead with the biological aspects of a leader, which is based on differences in the sexes of men and women, resulting in the emergence of the term gender inequality (male and female sex) which then puts women in a disadvantageous position. However, currently, which focuses on competence and performance, gender is no longer the dominant differentiating factor.

Leadership can take place anywhere and by anyone because leadership does not belong to a certain group. So women can become leaders. Moreover, there is an increasing awareness of women's resources that is increasingly real. The indicator that can be seen is the increasing number of women who attain higher education, so that women have a greater opportunity to develop a career as men (Nasaruddin, 2010).

A surprising finding is that women actually rank higher than men in the world of management. Hagberg Consulting Group in 2000 examined more than 300 male and female executives,

directors and CEOs to compare their managerial and leadership qualities. This study found that women outperformed men in managerial areas, in particular, including hiring employees, mentoring and developing staff, and organizing and monitoring the work of others. Women also beat men in leadership, in particular, including: formulating and expressing a vision, setting clear directions, carrying out tasks, being an inspirational model, setting high performance standards, and having responsibility (Kholis, 2006).

Although Indonesia is included in the top ten countries that consider women as leaders in an organization and as successors / successors to the generation of an organization (Novita, 2018), in 2018-2020 the number of women who become leaders in an organization has started to increase compared to the years previously, none other than the case in the world of education, especially in tertiary institutions. Especially in Islamic-based tertiary institutions, now the existence of women is no longer limited to being secretaries, deans or representatives, women have succeeded in holding the position of chancellor even though the number is still small.

In a leadership, of course, a leader cannot be separated from his role as a decision maker to create a policy, both male and female leaders. A leader must be able to make decisions based on facts and regulations that apply in the company and the decisions taken can provide motivation for employees to work better and even be able to contribute to increased work productivity. Thus the decisions that have been taken are effective in instilling confidence in employees (Chapman, 1975).

Women are considered to have no abilities in terms of education, and in decision making (Ridjal, Margiani & Husein, 1993). But now the mindset that considers leadership is only done by men, has gradually shifted. Women turned out to be able to provide direction, give speeches, rhetoric and give ideas which of these abilities is the ability of the leader. Women are used to seeing problems from various perspectives. Analyze the strengths and weaknesses of a decision. Women are not completely weak, they are also able to become a strong foundation in building organizations / companies (Mauliyah & Sinambela, 2019). In addition, women as leaders tend to be able to provide a perspective of thought and creation that is able to develop and realize goals. There is nothing wrong, if women have the same rights to become leaders. (Mauliyah & Sinambela, 2019).

Reviewing this phenomenon, researchers are interested in conducting research on women's leadership in decision making. Scientifically there has been a lot of research on women's leadership, but there is still little research that discusses women's leadership, namely the chancellor in decision making. Based on this, the author wants to raise a research title from the theme described above with the title "Women's Leadership in Case Study Decision Making at the Metro Lampung Province Islamic Institute".

This research is important to do considering the increasing number of female leaders in the public sector, especially at the tertiary level, but very few are still doing research on women's leadership in decision making, researchers are interested in looking more deeply into Women's Leadership in Decision Making Case Studies at the Institute of Religion. Islam Negeri Metro Lampung Province.

The purpose of this study was to describe and gain an understanding of the decision making by the rector. In addition, this research is expected to be able to motivate female leaders to remain enthusiastic about leading and providing the best service to their subordinates.

Research Question

How is the leadership ability exercised by the rector of the Metro Lampung Province Islamic State Institute?

II. LITERATURE REVIEW

A leader must be able to make decisions based on facts and regulations that apply in the company and the decisions taken can provide motivation for employees to work better and even be able to contribute to increased work productivity. Thus the decisions that have been taken are effective in instilling confidence in employees (Chapman, 1975).

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There are several ways that women must do to make them recognized, one of which is to be able to position themselves as motivators and business decision makers who have principles in organizations / companies (Mauliyah & Sinambela, 2019).

Based on the theory put forward by Timothy A. Judge et al (2004), that the role of women's leadership in decision making must have its own creative characteristics, so that it is able to stimulate and motivate the creativity of its employees, thereby giving quality to one another (Judge, Bono, Ilies & Gerhardt, 2002).

Making work decisions, a requirement for measuring leaders, women themselves have feminine characteristics, which these characteristics make a person able to make good business decisions by considering rational, realistic, logical, and pragmatic (Murniati, 2004)

Women as leaders tend to be able to provide a perspective of thought and creation that is able to develop and realize goals.

There is nothing wrong, if women have the same rights to become leaders. Leadership as a process that is able to make people who are given the mandate able to work harder in completing given tasks. For this reason, the power is also needed to influence others (Mauliyah & Sinambela, 2019). In terms of leadership, women leaders are able to exercise self-control, good communication, good vision and are able to provide new innovations, empathy, make decisions, have closeness with subordinates, and able to provide motivation (Mauliyah & Sinambela, 2019).

Decision Making Basics

According to George R. Terry (1977) mentioned the basic approaches of decision making that can be used are:

- 1) Intuition, decision making based on intuition or feeling has a subjective nature so that it is easily affected. This intuitive decision making has several advantages and disadvantages.
- 2) Experience, decision making based on experience has benefits for practical knowledge, because one's experience can predict the state of something, it can be calculated the pros and cons of the decisions that will be produced. People who have a lot of experience will certainly be more mature in making decisions, however, past events are not the same as events that are happening now.
- 3) Facts, decision making based on facts can provide sound, solid and good decisions. With facts, the level of confidence in decision making can be higher, so that people can accept the decisions made willingly and gracefully.
- 4) Authority, decision-making based on authority is usually carried out by the leader of his subordinates or a person with a higher position to a person whose position is lower. Making decisions based on this authority also has advantages and disadvantages.
- 5) Logic / Rational, decision making based on logic is a rational study of all the elements on each side in the decision making process. In rational decision-making, the resulting decisions are objective, logical, more transparent, consistent in order to maximize results or values within certain constraints, so that it can be said to be close to the truth or in accordance with what is desired.

In making decisions logically, there are several things that need to be considered, namely: a) Clarity of the problem; b) Goal orientation: the unity of understanding the goals to be achieved; c) Alternative knowledge: all alternatives are known for their types and consequences; d) Clear preferences: alternatives can be sorted according to criteria; e) Maximum results: selection of the best alternative is based on maximum economic results.

Decision Making Theories

a. Comprehensive Rational Theory

The theory of decision making that is best known and perhaps also widely accepted by the wider community is the comprehensive rational theory. The main elements of this theory can be stated as follows:

- 1) The decision maker is faced with a certain problem that can be distinguished from other problems or at least considered as problems that can be compared with one another.
- 2) The goals, values, or objectives that guide decision makers are very clear and can be ranked according to the order of importance.
- 3) The various alternatives to solve the problem are scrutinized.
- 4) The consequences (costs and benefits) arising from each alternative chosen are examined.
- 5) Each alternative and each accompanying consequence, can be compared with other alternatives.
- 6) Decision makers will choose alternatives and consequences that can maximize the achievement of goals, values or goals that have been outlined.

Comprehensive rational theory gets much of the sharpest criticism and criticism coming from an economist and mathematics expert Charles Lindblom (1965), Lindblom firmly states that decision makers are not actually dealing with concrete and clearly formulated problems. Furthermore, decision makers may also find it difficult to distinguish explicitly between these values and the values that society believes. The assumption of the rational model that facts and values can be easily distinguished, even separated, has never been proven in everyday reality. Finally, there is still the problem called sunk cost in which earlier decisions, agreements and investments in existing policies and programs are likely to prevent decision makers from making decisions that are completely different from those that already exist. According to R.S. Milne (1972), for the context of developing countries, this comprehensive rational model will obviously not be easy to apply. The reasons are: inadequate statistical information / data, inadequate theoretical tools that are ready to use for the conditions of developing countries, cultural ecology, in which the decision-making system operates also does not support the bureaucracy in developing countries is generally known to be very weak and not able to supply rational elements in decision making.

b. Incremental Theory

Incremental theory in decision-making reflects a theory of decision-making that avoids many problems that have to be considered (as in comprehensive rational theory) and, at the same time, is a theory that largely describes the way government officials make daily decisions. Day. The main points of this incremental theory can be described as follows:

- 1) The selection of goals or objectives and analysis of the empirical actions required to achieve this are seen as interrelated rather than as mutually exclusive things.
- 2) The decision maker is considered to only consider a few alternatives that are directly related to the subject matter and these alternatives are only seen as incrementally or marginally different when compared to existing policies.
- 3) For each alternative only a small number of the underlying consequences will be evaluated.
- 4) Problems faced by decision makers will be defined regularly. The view of incrementalism provides the possibility to consider and adjust goals and means and means and objectives so that the impact of the problem is more manageable.
- 5) That there is no right decision or solution for each problem. The test limit for a good decision lies in the belief that various analyzes will ultimately agree on a particular decision even without agreeing that it is the most appropriate decision as a means to an end.
- 6) Incremental decision-making is essentially minor improvements and this is more directed at correcting the imperfections of concrete efforts in overcoming social problems that exist today than as an attempt to propose entirely new social goals in the future. come.

Decisions and policies are essentially the product of mutual give and take and mutual trust between the various parties involved in the decision process. In a society with a pluralistic structure this incremental understanding is politically safer because it will be easier to reach agreement if the issues debated by the various groups involved are merely an attempt to modify existing programs than if it concerns issues. policies regarding radical changes that have an all-or-nothing take. Because the decision makers are in a state of uncertainty especially regarding the consequences of their actions in the future, this incremental decision will reduce the risks and costs caused by this uncertain atmosphere. This incremental understanding is also quite realistic because it realizes that decision makers actually lack the time, experience and other resources needed to carry out a comprehensive analysis of all alternatives to solve existing problems (Lindblom, 1965).

c. Mixed Scanning Theory

Proponents of this theory are the organizational sociologist Amitai Etzioni (1967). Etzioni agrees with the criticisms of incremental theorists who are directed at a comprehensive rational theory, but he also points out that there are some weaknesses in incremental theory. For example, decisions made by decision makers adhering to the incremental model will better represent or reflect the interests of strong and established groups and groups that are able to organize their interests in society, while the interests of groups that are weak and those who are politically unable to organize their interests will be practically neglected. Furthermore, by focusing on

short-term interests / goals and only trying to pay attention to limited variations in existing policies, the incremental model tends to ignore the opportunity for the necessity of basic social innovation.

Therefore, according to Dror (1964) the incremental style in decision-making tends to produce inaction and the maintenance of the status quo, which hinders efforts to perfect the decision-making process itself. For scholars like Dror - who is basically one of the foremost proponents of rational theory - he considered this incremental model an unsuitable strategy to be implemented in developing countries, because in these countries the changes were small (incremental). it is not sufficient to achieve the result of major improvements.

The integrated observation model also takes into account the different levels of ability of decision makers. In general, it can be said that the greater the ability of decision makers to mobilize the power they have to implement decisions, the greater the need for scanning and the more comprehensive the scanning is, the more effective the decision making is. Thus, this integrated observation model is essentially a compromise approach that combines the use of a comprehensive rational model and an incremental model in the decision-making process.

III. METHOD

The research approach used in this research is a descriptive qualitative approach. Research with a qualitative approach requires the presence of researchers in the field, because researchers act as research instruments as well as data collectors (Bogdan & Biklen, 1998; Miles & Huberman, 2007). Data sources in research are divided into two, namely primary data sources are data sources that directly provide data to data collectors and secondary data sources are data sources that do not directly provide data to data collectors, for example through other people or through documents (Sugiyono, 2010). In determining research informants, the researcher used purposive sampling, in which the selection was made deliberately based on predetermined criteria and was determined based on the research objectives. Purposive sampling technique will provide breadth for researchers to determine when information collection is stopped and resumed (Sukardi, 2003).

The data collection techniques used in this study were: 1) interviews; 2) observation; and 3) documentation study. According to Sugiyono (2010), data collection techniques are the most appropriate steps in research, because the main purpose of research is to get data. In qualitative research, data collection is carried out in natural conditions (natural conditions), primary data sources, and data collection techniques are more on participant observation, in-depth interviews and documentation studies (Sugiyono, 2010).

Researchers used data analysis techniques according to Milles and Huberman. Milles and Huberman (2007) state that in qualitative research, data analysis can be carried out

interactively through 4 stages, namely data collection, data reduction, data display, and conclusion drawing and verification. Milles & Huberman, 2007). These stages can be presented in the following table:

Table 1. Stages of Research Data Analysis

Analysis Stage	Description
Data collection	This process is carried out by collecting data in the form of interviews, observation and documentation.
Data reduction	This process is carried out by selecting, focusing and changing the data obtained from written records in the field. And coding is done and then categorized
Presentation of Data	This process is carried out by describing the summarized and organized information that can be used to draw conclusions
Conclusion and Data Verification	This process is to conclude the results of the conclusions and descriptions of the data that have been presented.

The data analysis model used in this study was developed from the interaction model according to Milles and Huberman in which it can be described as follows:

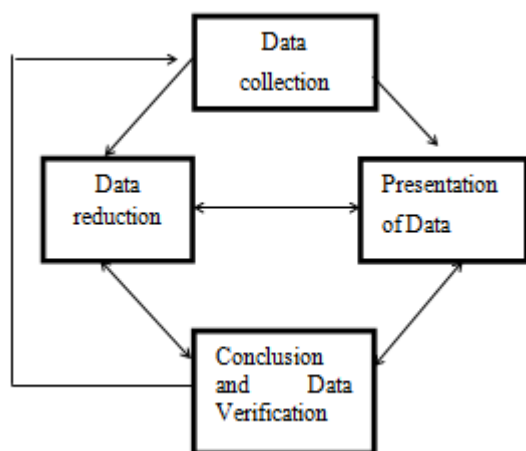


Figure 1. Data Analysis Interaction Model

Source: (Milles & Huberman, 2007)

IV. RESULTS AND DISCUSSION

How is the decision made by the chancellor?

A leader must be able to make decisions in order to create a policy. The decisions made by leaders will certainly have an impact on others. The Chancellor of IAIN Metro is a leader who makes decisions with a fact-based decision-making approach. According to George R. Terry and Brinckle, decision making is based on facts, namely decision making that can provide sound, solid, and good decisions. With facts, the level of confidence in decision making can be higher, so that people can accept the decisions they make willingly and gracefully.

Opinion Kitson and Campbell (1996) regarding the logical steps of the analytic structure are as follows: 1) Identifying the

problem, everyone must have a different mindset or point of view. All of that is input to identify the underlying problem. A good leader must be able to identify problems well, later it will determine the quality of problem solving carried out. This was also done by the Chancellor of IAIN Metro; 2) Looking for Alternative Solutions, the more various ideas arise, in this case a deliberation, the more opportunities there will be to find solutions. Provide opportunities to subordinates without arguing until all proposals are completed. This was done by the Rector of IAIN Metro; 3) Evaluating alternative solutions, evaluating the Rector by taking the most votes (voting). This method is to determine the best criteria by looking at the pluses and minuses of each criterion. 4) Decision making by consensus, this consensus decision making does not mean everyone should be happy with the decisions taken. Not that everyone should be able to live with these conditions. The goal is to find out how the group's attitude is. There may be one or two best solution options, so that it can speed up decision making or maybe there is one option that everyone doesn't like. In this case the chancellor chooses the decision maker with the smallest possible risk; 5) Decision making, in finding solutions the Chancellor tries not to forget the purpose of making decisions and take actions.

The decision making by the chancellor is in accordance with the theory of decision making, namely the incremental theory developed by Lindblom (1965), namely that decision making reflects a decision-making theory that avoids many problems that must be considered and, at the same time, is a theory that describes more. the method used by government officials in making day-to-day decisions. The main points of this incremental theory can be described as follows: 1) Selection of goals or objectives and analysis of the empirical actions needed to achieve this are seen as interrelated rather than as separate things; 2) The decision maker is considered to only consider a few alternatives that are directly related to the subject matter and these alternatives are only seen as incrementally or marginally different when compared to existing policies; 3) For each alternative only a small number of basic consequences will be evaluated; 4) Problems faced by decision makers will be defined regularly. The view of incrementalism provides the possibility to consider and adjust goals and means and means and ends so that the impact of the problem is more manageable; 5) That there is no right decision or solution for each problem. The test limit for a good decision lies in the belief that various analyzes will ultimately agree on a particular decision even without agreeing that it is the most appropriate as a means to an end; 6) Incremental decision-making is essentially small improvements and this is more directed at correcting the imperfections of concrete efforts in overcoming social problems that exist today than as an attempt to propose entirely new social goals in the future. come.

V.CONCLUSIONS AND RECOMMEN-DATIONS

Conclusion

The Chancellor of IAIN Metro is a female leader with a female figure, the chancellor has a motherly attitude who nurtures his subordinates, has a high level of caution besides that he is a leader who is very strict about rules or according to standard operating procedures. The Chancellor of IAIN Metro made decisions using a fact-based decision-making approach. In addition, the Chancellor of IAIN Metro made decisions by deliberation and voting with several logical steps in decision making.

Recommendations

The Chancellor as a higher education leader, who has the authority and power of the top leader, needs to pay attention to his employees, especially in making decisions by observing the condition of the organization when implementing a certain policy, as well as providing new breakthroughs in leading the campus.

Educators and education staff are expected to be able to understand the prudence of leaders. The success of an organization is largely determined by a leader. It is normal for a leader to make a policy to insist on his employees to comply with the applicable rules and operational process standards.

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