

## **The Women Leadership in Bureaucracy of Regional Government of WAJO**

Asmanurhidayani<sup>1)</sup>Jasruddin<sup>2)</sup>, Haedar Akib<sup>3)</sup>

<sup>1)</sup>Doctoral Student of Public Administration, the Graduate State University of Makassar, <sup>2)</sup> Professor of physics, <sup>2)</sup>state University of Makassar. <sup>3)</sup> Professor of Public Administration, State University of Makassar, (Indonesia)  
Corresponding Author: Asmanurhidayani

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**Abstract:** Lipid abnormalities in patients with diabetes play an important role in development of atherogenesis. Diabetes is now The role and strategic position of women's leadership in the government bureaucracy shows a significant increase. This study aims to analyze the role of female leaders in Wajo Regency. The research used phenomenology approach. Data collection techniques are interviews, observation, and documentation. Data analysis includes collecting data, reducing data, presenting data, and drawing conclusions.

The results show that first; women's leadership is based on reasons for achievement and they are interested in the monetary rewards that will be accepted. Second; women's leadership is adaptable, low profile, polite, consistent in different situations. Third; Female leaders occupy positions in the bureaucracy because they are capable of mastering new technologies, perceiving and understanding individuals and organizations holistically and dynamically, Fourthly; the skills of putting together plans, inviting subordinates to achieve, providing assistance to their subordinates, fostering group morale, collectively making decisions, dividing and handing over responsibilities. Fifth; Female leadership can work, appreciate different views and be able to accept changes in its organization. Sixth; Female leaders can adopt the values of local wisdom (local culture) in implementing the vision of the organization. Seventh; able to apply the mission following the work program, consistent in acting that can provide confidence to be given the opportunity to occupy a primary position on the bureaucracy in the Government of Wajo Regency.

**Key Words:** Women's Leadership, Government Bureaucracy.

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Date of Submission: 13-07-2018

Date of acceptance: 28-07-2018

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### **I. INTRODUCTION**

The struggle for gender equality is not an easy task as it reverses the palm. It still takes a long time to eliminate discrimination against women, especially in the public sphere such as in politics and government. Many factors become obstacles for women to gain equality and justice, both structural and cultural constraints

However, the current role of women in the leadership of government organizations increasingly shows a significant increase; it is marked more and more women who occupy a strategic position in the implementation of basic tasks and functions in government. The lack of space and opportunities that women have to reach the pinnacle of their career is also one of the reasons that women leaders have not been able to provide references that can be recognized in leadership capabilities. As women occupy more leadership positions, then is it more effective for women's leadership in bureaucracy and different than men who have received greater attention.

The ability to lead between men and women is different. Social structures in society still make male leaders more important in the public sector than female leaders. Male leaders are often considered to have a higher status than women do. The male-to-male (masculine) mechanism has been integrated into the bureaucracy.

A good leader must have four kinds of qualities: honesty, foresight, inspiring followers, and competence. Dishonest leaders will not be trusted and ultimately will not get the support of their followers. Leaders who have a foresight are having a better vision for the future. A good leader should also be able to inspire his followers with enthusiasm and optimism. A good leader must also have the competence to perform the task effectively, understand his strength, and become a continuous learner.

The success of some women leaders is determined by their strong ability to solve problems and the ability to think analytically. Also, women's success is also influenced by their ability to communicate and value professional relationships. In general, women are more socially oriented, same position, equality based, self-interested, and more upbringing than men. Women, as leaders, often run democratic and transformational leadership rather than leadership by male leaders.

Empirically shows that in general when a person is a choice in determining who (men or women) deserve to be a leader in the organization, then a person prefers men rather than women. The injustice suffered by these women stems from the stereotype (symbol) that symbolized to them. Women are symbolized as weak creatures and have an emotional character or nature, so they are considered unfit to be a leader in the organization or government bureaucracy.

Based on Government Regulation No. 100 of 2000 on the Appointment of Civil Servants in a Structural Position is a position showing the duty, responsibility, authority and right of Civil Servants to lead a unit of the state organization. In the normative context, there is already a guarantee of legislation that both female civil servants and male civil servants have the same opportunities both to be civil servants and to occupy structural positions of origin meet the requirements that have been determined.

Indeed, the present condition still exists the gap between the normative dimension and the empirical dimension. However, ideally a rule should be consistently implemented to better ensure employees in developing a career. If factors other than the more subjective provisions of the rule dominate in the career development of employees, it can lead to unhealthy competition to be counter-productive for employees, and in the long run that will be the cause of decay in the body of bureaucracy in providing public services.

Why few women gain equality and attain leadership positions in the government bureaucracy? Why in the rise to a higher position in women's governing organizations is not as fast as men?. Why do they tend to face more stringent promotional requirements than their male counterparts. What needs to be learned and understood to make women's leadership effective in the challenges of the phenomenon often faced by women, especially women in Wajo Regency ?.

Empirical conditions indicate some of the offices within the Secretariat of Wajo District Administration that in general, the male and female leadership styles are relatively similar. Different leadership styles show that female leaders are always more likely to behave more democratically and respect and care about their subordinates and share power and feelings with others (more interactively) in building communication and perception. While men are more inclined toward leadership tendencies or more using authority.

Therefore, the authors formulate the problem of how the effectiveness of women's leadership on the bureaucracy of Wajo Regency Government?.

This study examines and analyzes the effectiveness of women's leadership in government bureaucracy in efforts to increase and empower and develop women's capacity in government bureaucratic bodies.

### **Leadership Theory**

Organizations desperately need the role of a leader because leaders have a very significant influence in achieving organizational goals. Therefore, a leader must have more competence or knowledge (managerial and strategy), ethical behavior, able to influence or direct others, must take decisions, responsible, both in the delivery of ideas, wise, nurturing, and motivate to do personal approach (human relations) with subordinates (Torang, 2014).<sup>[1]</sup>

Approaches in leadership theory according to Yulk (1994), namely: 1) hereditary approach, 2) traits approach, 3) behavioral approach, and 4) stylistic approach. The heredity approach illustrates that the leader was born not formed. The behavior of a successful leader can be observed through a traits approach. The nature approach refers to a leader who has a character or character that is a particular trait, such as energy, intuition, imagination, predictability, and power affect others and rarely possessed by others. But it does not rule out that leadership can be gained through training and experience. Therefore everyone who has the potential leader or person who is prepared as a leader can be trained to be a leader. The potential will arise when a person has obtained leadership training. This view is reinforced by Yulk (1994) which sets out the traits and skills found in successful leaders. The behavior approach in leadership illustrates that a leader's success or failure can be affected by his behavior. Leader behavior is implemented in doing its activities (directing/influencing, making decisions, communicative, encouraging, guiding, and enforcing discipline).<sup>[2]</sup>

Locke (1991) argues that an effective leader can lead his followers unconsciously to the truck he has to work hard for his organization. Locke illustrates that there are four dimensions to effective leadership: 1) motives, 2) reasons (traits), 3) knowledge, 4) skills, 5) ability, 6 ) construct a vision, 7) disseminate perception, and 8) implement the idea (implementation of view)<sup>[3]</sup>

Women have the competence to be a leader. Women are capable and should be appreciated. As stated by Hijab in Hadiz (2004: 405) using three indicators to explain or assess how much power women have. 1) Participation in the democratic process. 2) Laws governing personal status issues. 3) women's access to education and salary.<sup>[4]</sup>

More women are represented in governmental or parliamentary institutions; the existence of laws that give equal rights to the achievement of personal status regardless of sex, the higher the level of education and the salaries of women, the higher / greater the power possessed. (the existence of a law that gives equal rights to the achievement of personal status without discriminating the sex, the higher the level of education and salaries

of women, the higher / greater the power possessed. In quantity is still a minimal number of women who always get the space and opportunity occupy a strategic position because to reach the peak of his career is still dealing with male domination. Grant and Tancred are affirmed by Irianto (2006: 472) that because of the dual structure unequal representation, which is the unequal representation of women in bureaucratic structures, most women are placed in powerless positions.<sup>[5]</sup>

Women to emerge as leaders are likened to the phenomenon of a glass roof or glass ceiling that is a seemingly invisible barrier, transparent, but in reality, hinders the access of women and other minorities in the direction of top leadership. Men generally show more transactional leadership than women. Women, on the other hand, show more transformational leadership than men. Klenke (1996) suggests that female managers use transformational leadership more than male managers. Women's leadership is often seen through the eyes of men. Only women who meet the standards of male leadership are recognized for their effectiveness as leaders (Klenke, 1996).<sup>[6]</sup> In addition, the percentage of women as leaders versus the overall female population is much lower than the percentage of men as leaders (Bass, 1990).<sup>[7]</sup>

### **The Concept of Women's Leadership**

The intellectual ability or intelligence is an internal condition that belongs to the individual, where the condition is the result of genetic interactions with the environment. Leadership is a process or activity to influence a person or a group of organization members to achieve common goals. Concerning gender and leadership issues, Robbins (1998), put forward two conclusions: First, equating men and women tends to ignore the difference between the two. Secondly, what is the difference between women and men is that women have more democratic leadership styles, whereas men feel more comfortable with directive styles (emphasizing command-based modes).

Some other studies show that there are inherent differences between men and women regarding leadership style. Women tend to adopt more democratic leadership styles. Men use a style based on control and command. They relate more to formal authority positions as a basis for their influence (Sudarmo, 2008) Tannen's (1995) study that leaders who emphasize the relationships and intimacy that women tend to have, enabling a leader to empower all his members and emphasize the organic structure. While leaders who emphasize status and independence, which tend to be possessed by men allow leaders to adopt hierarchical structures, specialties, and orders.

Lerner (1983) defines sex role as a set of socially determined behaviors for people with specific sex groups. [10]. Donalson and Gullahorn (1977) suggest that gender roles include what cultures believe about different behaviors and the particular characteristics of the associate are members of each sex.<sup>[11]</sup>

According to Corsini (1987), the role of gender is a set of attributes, attitudes, and a trait of personality and behavior that is considered appropriate for each gender. Based on the notion of culture, the role of sex as: "A culturally defined sex role reflects those behaviors and attitudes that are generally agreed upon within a culture as being either masculine or feminine."<sup>[12]</sup>

Bem (1978) states that there are two gender-oriented orientation models based on psychological well being, the traditional and non-traditional models. The traditional model holds that masculinity and femininity are seen as opposite points in one bipolar continuum. Non-traditional models began in the 1970s when many authors (Bem, 1974, Constantinople, 1973, and Spence, Helmrich & Stapp, 1974, in Bass,1990) suggest that masculinity and femininity are more suitably conceptualized apart, an independent dimension.<sup>[13]</sup>

According to Comprehensive Chemers theory (Chemers, 1997), organizational / enterprise effectiveness is determined by the various functions that the leader must perform. In carrying out its leadership function, the leader must be a mainstay of his followers in directing the achievement of the targets and goals of the company. Leaders should also display behaviors that can develop relationships with followers, so they become motivated, committed and dedicated. Expected behaviors include having attention to followers, as well as providing encouragement and challenges appropriate to the needs of followers. In addition, leaders are expected to use the material, intellectual and emotional resources of the group as well as themselves in the achievement of company targets. In describing the leader's behavior relating to the task and relationship himself to parties outside himself, as well as behavior within the company, including interacting with his followers.<sup>[14]</sup>

Steers (1995: 4), explained that the organization is a complex entity that seeks to allocate its resources rationally for the sake of achieving goals. In examining, the effectiveness of an organization human resources and human behavior emerged as the center of attention and efforts to improve effectiveness should always begin by examining behavior at work.<sup>[15]</sup>

An organization is said to be effective if the goals of organizational members and organizational goals are achieved in accordance with the targets or on the set targets, means both internal and external customers of the organization feel satisfied. Achievement of results (effectiveness) undertaken by an organization by Jones (1995) consists of three stages, namely input, conversion, and output or input, changes, and results. Data includes all resources owned, information and knowledge, raw materials and capital. In the input stage, the level

of efficiency of the resources possessed dramatically determines the ability possessed. The conversion stage is determined by the ability of the organization to utilize the resources owned, the management and the use of technology to generate value. In this stage, the level of HR expertise and the responsiveness of the organization to the environmental changes greatly determines the level of productivity.<sup>[16]</sup>

## **II. RESEARCH METHODS**

This type of research uses qualitative research method, this research investigates a phenomenon that occurs in the Secretariat of Wajo District Government, with a focus as to what the effectiveness of women leadership within the government bureaucracy that is analyzed through dimensions; Motives, traits, knowledge, skills, ability, vision of the organization and socialization of the organization's vision and implementation of the organization's vision of implementation. This dimension of female leadership effectiveness is obtained through researching words, detailed reports from the informant's point of view, and conducting studies on natural situations. Researchers are as key instruments. Data collection is done in triangulation (composite), the resulting data is descriptive. Qualitative research results in more emphasis on the meaning of the generalization. This study uses a case study approach to determine the assessment or responses of informants to the leadership of women within the scope of bureaucracy at the Government of Wajo Regency.

## **III. RESULTANT DISCUSSION**

Leadership is a uniquely human problem. The problem is not just to touch human life as an individual, but also as a social being. Therefore every process of leadership in its uniqueness, cannot escape from the conditions of human nature and value. Leaders are human and people who are also led, human. In such circumstances when the leadership process is carried out inhumanely, then various problems will occur, which will ultimately result in the organization's operation is ineffective.

Leaders must be able to pioneer all good deeds, to be followed by subordinates, not just to govern. The function of leadership is related to social conditions. Therefore, the function of leadership is a social phenomenon, because it must be realized in the interaction between individuals in the social situation of the organization. The function of leadership has two dimensions, namely; a) 'directional' dimensions (directional capability) and b) the 'support' dimension (organizational support). An effective leader can lead his followers unconsciously to a workable truck willing to work hard for his organization.

Leadership involves a process of social influence in this respect

A deliberate influence someone has on others to structure activities and relationships within a group or organization.

Leaders are agents of change, people whose behavior affects others more than those of others who influence them. Leadership arises when one group member changes the motivation or competence of other members in the group. Thus, it can be concluded that leadership is a process or activity to influence a person or a group of organization members to achieve common goals. However, gender issues and leadership, that in the rules there are similarities between men and women tend to ignore the difference between the two. What is the difference between women and men is that women have a more democratic and polite style of leadership in action, whereas men feel more comfortable with a directive style that emphasizes powerful ways.

The following dimensions can explain the effectiveness of female leadership:

### **1. Reason (motives) lead**

Women's leadership in Wajo District Government organization is based on motivation to drive achievement (drive & achievement motivation). Therefore, they think about how to do their job better and how they can develop a career. The need for achievement or overcoming the workplace because they are interested in the monetary rewards that will be accepted. In addition, the effectiveness of women's leadership in the Wajo District Government organization is also based on the belief that through "a group task" can support its leadership position.

### **2. Nature of Leaders**

Women's leadership in the Wajo District Government organization is based on traits. The effectiveness of the leadership of the woman is manifested in honest, intelligent, decisive, communicative, and reliable to face various task challenges and to overcome various problems faced by Wajo Regency Government implementing its vision and mission.

The effectiveness of women's leadership in the Wajo District Government organization is implemented as well as by generating strong self-esteem. Therefore, they always want to learn well and correctly, especially related to the position they live with all the aspects that surround it.

Creativity is one of the characteristics owned by women in general Wajo in realizing the effectiveness of women's leadership in the organization of Wajo District Government. To awaken her creativity, Wajo women

learn from the past and can adapt to the future, underpin all organizational decisions with basic values, while looking for new and innovative ways to express those values.

The Wajo women's leadership flexibility is illustrated in their ability to understand and appreciate different and conflicting views on an issue, adjust its approach to a change of situation, and be able to easily accept changes in its organization.

### 3. Leader's knowledge

To realize the effectiveness of women's leadership in the Wajo District Government organization, they add knowledge and analytical skills. In addition, they must have the ability to master new technology; the ability to view and understand the individual employees and organizations holistically and dynamically; knowledge empowering and caring for others; personal involvement and commitment; as well as trust and have methods to verify performance.

### 4. Leaders skills

Skills (skills) is a skill that Wajo women have in realizing the effectiveness of women's leadership in the organization of Wajo District Government. Therefore, there are some skills (skills) that need to be owned by women Wajo, namely; a) leadership skills by formulating a common plan, engaging subordinates to achieve, assisting their subordinates, fostering group morale, collectively making decisions, dividing and handing responsibilities, and so on. To acquire the skills above needs experience, and therefore leaders must really get along, work together, and communicate with their subordinates.

In addition, they must also understand the functions of leadership. Leadership skills are demonstrated in communicating, involving subordinates in decision making, and guiding, directing, coordinating activities, and monitoring. Therefore, the leadership skills that Wajo women implement in carrying out their duties, namely a) functional or formal relationships (done during official duties or official work in the office) and personal relations or informal relationships (done at leisure or out of hours work and more familiar).

On the other hand, the effectiveness of Wajo women leadership is manifested in group process skills by increasing the participation of subordinate groups so that their potentials can be maximized effectively. Thus, Wajo women also have cooperative control skills.

### 5. Leadership Skills

The ability of leaders dramatically affects the effectiveness of women's leadership in the bureaucracy of Wajo District Government. Therefore, the knowledge is obtained through education and training. To know the ability/competence of Wajo women in the lead, the Local Government has conducted the selection test of the chairman or the auction of office without questioning gender. It turned out that the candidates of female officials were able to present the program related to his position. The female leader demonstrates her higher ability in planning, influencing, organizing and collaborating skills.

### 6. Construction and Vision Socialization

The vision of Wajo Regency is to realize the welfare of the Wajo community with the spirit of self-reliance and democratic government. In implementing, the vision must also be based on local cultural values / wisdom of the Wajo community. The effectiveness of women's leadership in the bureaucracy of Wajo District Government is demonstrated by realizing the program and adopting the values of local wisdom in implementing its organizational vision. The values of local wisdom, namely; a) *Maradeka to WajoE Taro Pasoro Gaukna, Naisseng Alena, Adenna na Popuang*, b) *Maccapi na Warani, Malempu na Magetteng*, and c) *work ethic of yassiwajor*

### 7. Implementation of Vision

To implement the vision, every SKPD of Wajo District Government must arrange a mission that must be in line with the idea. After preparing the purpose, then every leadership SKPD Local Government of Wajo District prepare work programs that will be implemented within five years.

To realize the Vision, the Mission must be implemented, namely: a) Increasing the Resource Capacity of the Village Government Apparatus, b) Improving the Quality of Governance of Village Governance, c) Increasing Resilience through Increasing Participation, Self-Help and Institutional Strengthening of Villages and Villages, d) Development of Community Life through Utilization of Natural Resources Potential and Optimization of Utilization of Appropriate Technology, e) Increasing Community Welfare Through Community Productive Economic Business Development, and f) Strengthening Human Resource Capacity of Apparatus of District Office Wajo becomes Professionalism, Competent and Performing.

Women's leadership studies of the Wajo District Government bureaucracy show that the role of women in leadership brings a better impact on the progress of government. The absence of gender equality issues is marked by the lack of discrimination between women and men. Women also do not just sit and not only fulfill their needs, but bureaucratic women try to improve their capability in facing challenges, improve the quality of resources, knowledge, intelligence, and so on. The problem of women in enhancing their capacity in leading can be seen from the intelligence level of intelligence / excess possessed that includes the level of emotional intelligence and the level of spiritual knowledge used in the application of leadership maintained. Maturity and breadth of social relationships is an attitude supported by a leader that includes maturity in thinking and acting. Achievement motivation and encouragement is a form of appreciation given by a leader to staff or employees. The attitude of social relationships is an attitude that is shown through behavior in applying its leadership to a well-established relationship.

#### **IV. CONCLUSION**

Women's leadership in the bureaucratic environment of Wajo Regency is demonstrated by their ability to manage governance well. The success of women leaders is best seen in its performance that can be measured quantitatively and qualitatively.

The style of leadership shown by women leaders is more likely to behave more democratically and respect, concern, and concern for their subordinates and share power and feelings with others or more interactive in building communication. The effectiveness of women's leadership can be explained through the dimensions of lead reasons indicating that he is present in the position of wanting to excel. Judging from the dimensions of female leadership, it is seen from the tendency, to be honest, intelligent, decisive and communicative and reliable to face various task challenges and to overcome various problems faced by Wajo Regency Government.

Wajo women's leadership has the ability to work and be able to master new technology; the ability to view and understand the individual employees and organizations holistically and dynamically; knowledge empowering and caring for others; personal involvement and commitment; as well as trust and have methods to verify performance. Viewed from the aspect of ability, it turns out that the candidates of women officials/officials can present the program related to his position. The female leader demonstrates her higher ability in planning, influencing, organizing and collaborating skills. In implementing the vision based on the values of local culture/wisdom of Wajo people.

The effectiveness of women's leadership in the bureaucracy of Wajo District Government is demonstrated by realizing the program and adopting the values of local wisdom.

##### *1. Sipakatau* (mutual humanizing)

To further increase the effectiveness of Wajo women's leadership, they take the value of "sipakatau." This value means that in carrying out the task, one must respect each other's dignity and human dignity as a creature of God Almighty

##### *2. Sipakalebbi* (mutual respect / appreciation)

Although they are leaders, to further enhance the effectiveness of Wajo women's leadership, they continue to appreciate respecting their subordinates in their respective positions and functions within the social and governance structures. The subordinate respects his boss, and the leader protects and loves his subordinates, and fellow leaders equal respect for each other.

##### *3. Sipakainge* (remind each other)

Because they realize that every leader and subordinate is not perfect or immune to the shortcomings, an oversight, they need the wisdom to remind each other and to awaken.

As a leader, all of the above values are manifested in an integrated, affordable, and holistic mixed quality, service. Therefore, to produce the service, Wajo Regency Government has provided professional and qualified Human Resources. To realize a complete, integrated, affordable, and holistic service, their leaders form teamwork that performs teamwork processes between internal units or between work units.

On the other hand, the effectiveness of women's leadership in the regional government bureaucracy of Wajo Regency is also determined by their "work tos". Semboyang "yassiwajori" is also symbolized as the work ethic of government and society of Wajo. Semboyang yassiwajori poured into their life philosophy, namely; "*Resopa Temmangingngi malomo naletei pammase dewataE*" This philosophy of life contains values, namely;

1. Liability (*Nasseriki*)

This value implies that every leader has responsibilities and obligations according to his duties and functions. They assume that responsibility and requirements will be accounted for, both in the world and in the hereafter.

2. Working (*Resopa*)

This value implies that every leader must work hard to achieve.

3. Optimal (*Temmangingngi*)

This value means that every leader must work optimally (not half-hearted and full of responsibility).

From the seven dimensions of leadership effectiveness mentioned above, there is only one dimension that does not affect the effectiveness of women's leadership in the bureaucracy of Wajo Regency Government, that is; dimensional construction of vision (construction of vision) and Socialization of the vision of the organization. This happens because of the construction and socialization of the organization's previous vision has been done before they are promoted to the position as Head of Agency / Agency or Head of Section.

As a public organization, the change of leadership (promotion of position) and mutation at all levels in Wajo Regency must be guided by the Law, Government Regulation, and Ministerial Decree. Therefore, the dimension of the vision construction (construction of vision) and the socialization of organizational vision is not a very significant thing. No officials are immortal because every official has a deadline in holding office.

Public organizations are government organizations (government agencies), also known as bureaucracy. Civic organizations are solely established for the benefit of society. Therefore, the cultural values of organizations of public organizations in the process of cooperation should always be based on laws, government regulations, ministerial decisions, and standards of operational procedures. Thus, an official working on a joint process within a public organization must work according to the rules and standards set by the government.

Thus, the researcher can assert that the dimension of vision construction (construction of vision) and the socialization of organizational vision does not affect the effectiveness of Wajo women leadership. Although the development of technology and information progressed, the authors found that the values of local wisdom are still very relevant and useful guided by every leader in public organizations they lead.

The value of cultural values or local wisdom of the Wajo community guided by human resources, especially the leadership of the work unit in Wajo Regency proved able to inspire them to streamline their leadership in providing public services. Value of local wisdom mentioned above has become the identity or special characteristic of each leader (women) in the government of Wajo Regency that unite with the external environment.

The results of research on women's leadership in Wajo District have been in line with research by Eagly, A.H., and Johnson, B.T. 1990 that comparisons of female and male leadership styles are reviewed and evidence is found for the presence and absence of differences between the sexes. In contrast to the expectations of gender stereotypes that women lead in interpersonal and male-oriented styles in task-oriented styles, female and male leaders do not differ in these two styles in organizational studies.

Women's leadership roles are more consistent with stereotyped expectations about different aspects of the leadership style, the tendency to lead democratically or autocratically, women tend to adopt more democratic or participatory styles and less autocratic or directive styles than men do.

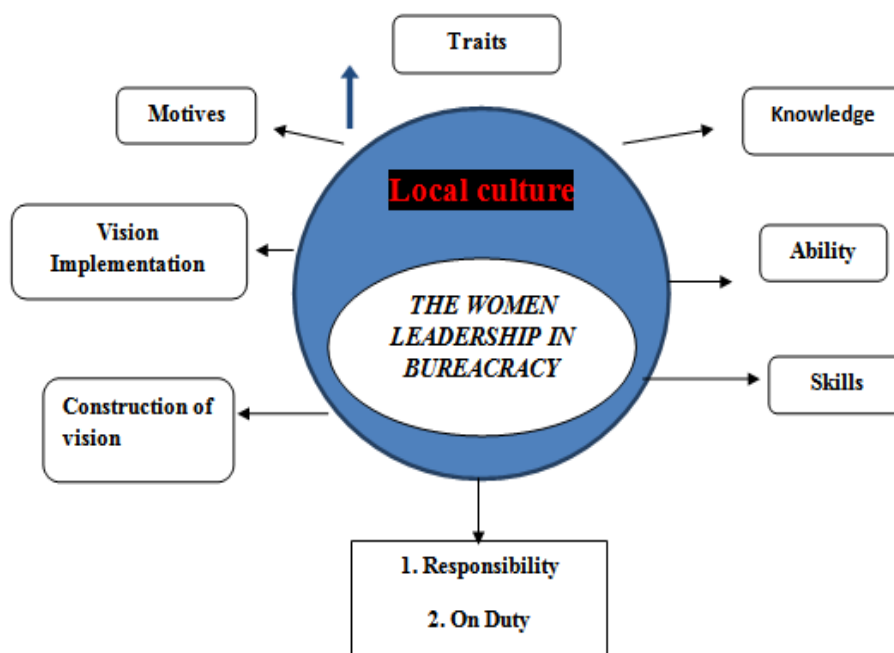
These gender differences appear in all three leadership classes, including those conducted within the organization. These and other findings are interpreted within the framework of social role theory of gender differences in social behavior.

Ladislava Kuchynková (2016) states that the average efficiency of the practiced leadership style, women are significantly more successful than men are. Women's leadership is more likely to use task delegation and then train, while men prefer to direct and further support.

Similarly, the results of this study conclude that the leadership of bureaucratic women in Kabupaten Wajo is more likely to delegate office tasks accompanied by guidance and direction to staff in performing each job. Guidance and directing is done while maintaining courtesy and appreciation and good behavior according to the custom of *sipakatau*, *sipakalebbe*, *sipatuwo sipatokkong*.

From this, it can be concluded that there is the certain stability of preference in the style of leadership by sex in Wajo District who found that with differences in the effectiveness of leadership styles, there was no difference in effectiveness, flexibility and efficiency values for leadership styles between men and women. However, given the limits of local wisdom values in practice, women's leadership can be proven by creating new creativity and innovation in realizing the vision and mission of Wajo Regency.

For more details, the results of research and discussion can be explained briefly and described as follows.



Picture. Model of Leadership Effectiveness of Bureaucratic Women.

Based on practical explanations and findings as described above, the following propositions can be put forward:

1. The effectiveness of women's leadership can be achieved if the guidance of local cultural values / wisdom in the form of obligations (Nasseriki), work (Resopa) and optimal (Temmangingi) consistently in realizing public service.
2. Effectiveness dimensions of bureaucratic women leadership in the form of traits, knowledge, skills, leadership ability, vision construction (construction of vision) organization and socialization of organizational vision Implementation of the organization's vision of implementation realizing public services that survive through the optimization of local culture.
3. Women's leadership in public service bureaucracy can be realized if it institutionalizes local culture, abilities, and changes in transforming the dynamic, fair, democratic and transparent governmental concept.

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