Women's Leadership Model
The Effort in Organization Supervision

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Abstract: The empowerment of women in the economic sector can be used as an approach that can help improve the family economy through entrepreneurship, as an educated workforce. Through the Business Study Group (KBU) women will learn to manage the business and become a leader. This study was conducted for 6 months with a qualitative approach case study method, the study site at 3 institutions Community Learning Center (CLC) and the one institution Rumah Pintar that has implemented women's empowerment programs, especially for those who are illiterate and single mother. The purpose of this study is illustrated by the attitude of female leadership that may affect its group. The results showed climate demanding group leader women to maintain mutual trust, responsibility, capable of making decisions and share experiences, be a motivator for its members, and the ability to communicate, so as to create an atmosphere of learning and productive organizational performance. The larger the group is formed, the more complex character who embodied leadership.

1 INTRODUCTION

Women's leadership in run the organization is not a new thing in human life today, because gender equality has become a priority. The role of women in group leadership, indicating that the conditions of men and women in getting their rights as social or human beings have the same role. The role of leadership by women, is expected to participate in political, economic, social, cultural, educational and equality activities in enjoying development. (Eagly *et al*., 2003; Adler, 1997; Eagly, AH, 2007; Liddle, RW and Mujani, S., 2007; Strøm, R. *et al*., 2014).

An interesting study to discuss today in Indonesia is the empowerment of women in the economic sector, as an indicator to improve the welfare of families and communities. When women become educated, have ownership rights and own income, then their welfare increases. Similarly, a married woman, existence in improving family welfare is to help her husband earn a living. Research result History explains that, women who have to care and care of the household is the object of economic empowerment is not limited to those who have been married, so did the single mother. Women's single mother must have other skills to improve their welfare, (Downey, DB., 1994;Coley, RL, 1998;

Florsheitn, P *et al*., 1998; Biblarz, TJ, & Gottainer, G., 2000; Dellve, L. *et.al*, 2006).

Women's empowerment research studies that have been done at the Community Learning Center (CLC) and the *Rumah Pintar*, illustrate that women who are educated and active in a group or community, will establish a personal confidence, communicative, cooperative and participatory. The characters from the research programs, the development of rural industry, the single parent women, farmer and Business Study Group (KBU). (Lutfiansyah, D., 2009; Purnomo, 2010; Sukmana, C, 2012; Achmad, H, *et.al.*, 2016;Setiawan, W., 2016;Yunus, 2017).

This study shows that the group formed and managed by women, has its own peculiarities, especially in realizing the participation of its members. Women's leadership roles tend to show leadership effects. Educational background (Academic competence) and economic status of a female leader in Business Study Groups women's empowerment program, not a major factor or dominant to be possessed by a leader, but there are other factors that can support the productivity of the group, which have the attitude to be honest, trustworthy, experienced, have motivation, communication skills, and cleverness in solving problems.

2 RESEARCH METHOD

The approach in this research is a qualitative approach. Qualitative studies describe the condition, behavior that occurs in social situations group. Data was collected by field notes, documentation, observation and interviews. The research location is in the four institutions, namely 3 Community Learning Center (CLC) and 1 Rumah Pintar, including CLC Ashodiq West Bandung regency, CLC Bhakti Pertiwi Bandung Regency, PKBM Bina Sejahtera Subang regency and Rumah Pintar Al-Barokah Sumedang. Each respondent in this study amounted to 5 people, 2 group leaders, 1 head of PKBM institution and 2 residents learn. Data analysis is done by: 1) Sorting and compiling data classification; 2) Perform data editing and data coding to build data analysis performance; 3) Conducting data confirmation requiring data verification and data deepening; and 4) Conducting data analysis in accordance with the construction of discussion of research results.

The purpose of this study is its undefined women's leadership attitudes that can affect the group. The final result is a narrative descriptive studies that interpret the aspects of women's leadership group.

3 RESULTS AND DISCUSSION

3.1 Group Formation

The role of the leader in Business Study Group (KBU) on women's empowerment program is very important, because the elected leaders will bring goals and expectations of its members together, through the leader's ability to influence others (Stoner *et.al.*, 1996; Robbins and Stephen P, 2003). Social conditions in the location of research, showing the characteristics of rural communities are closely related to kinship (informal). Low educational background was limited to elementary school graduates, generally have a farm or work as farm laborers, and status behind it (already married, *single parent,* unmarried) is not a barrier to learning.

When the process of group formation is done, always put forward the participative principles. The formation of the group is done by involving people including community leaders or other stakeholders, communicative build mutual expectations within the group, the group needs to accommodate the needs, and identify possible obstacles that will occur in the future. The process, accomplished by collaborative in the form of discussions accompanied by informal discussion settings.

Figure 1: Discussion of Group Formation.

3.2 The Characteristics of Leader

Some characters that become leaders hope members of the women's empowerment program in Business Study Group (KBU), based on the results of the study are:

1. Honest
   Applications or deeds committed by the leader to reflect the attitude of honesty between another disclosure to members, accountability to the work or activities of the group that she's conducted.
2. Accountable
   The expected leader is the leader who is really responsible for his or her job or the task it carries. Able to nurture the trust of others, by keeping secret things that are supposed to be secret and convey something that should be conveyed. What is delivered is neither added nor reduced. Therefore, p leaders always listen to complaints or to members, pay attention to the potential of its members.
3. Experience
   Having experience of the particular job he / she is engaged in. Success story owned by a leader, will be more appreciated by its members. That is, what the previous leaders do can become role models by their members. In addition, leaders always appreciate the experience of others, because it will add insight together.
4. Motivator
   Motivated leaders will be role models for their members. Active leader within the group as well as the presence of an optimal leader of each activity, a feature that leaders are highly motivated, so it will influence the participation of members of each activity, which indirectly invite *(persuasive)* to its members to always active and disciplined.
5. Communicative
   Communicative ability becomes something very important to deliver certain messages. The

ability to communicate is the ability to convey the message to their members *(internal),* as well as communicating with the outside of his group *(external).*

6. Good at Problems Solving

In this context, clever is not only in academic ability, but also the ability of a leader in bridging the problems of life of its members and find the right solutions, share

stories, confide. The existence of the leader will be quietness, comfort for its members.

Results leadership model construction that has been prepared based on the activity of the empowerment of women through KBU program at CLC and *Rumah Pintar,* can be seen in the following figure:
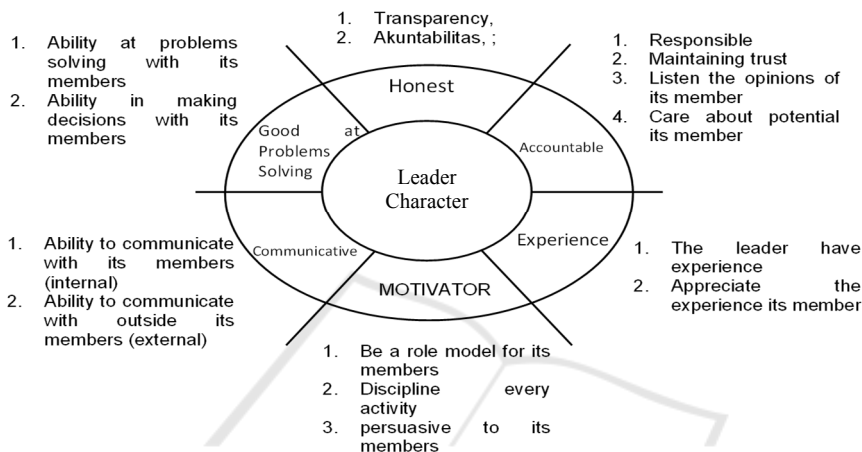
Figure 2: Leadership Model in Groups Women empowerment (Source: Construction of KBU Program Model in PKBM and *Rumah Pintar).*

4 DISCUSSION

The Business Learning Group Program (KBU), is one of the community oriented empowerment programs to increase revenue. The formation of the group, carried out to facilitate in obtaining access to information with one another *(shared of knowledge)* and built together *(collaborative).* This is in line with the concept of non-formal Education in the framework p empowerment process, namely:

1. Rather than promoting only the acquisition of information and skills.
2. Emphasizes the utilization of these capabilities for collaborative problem-solving. In other words
3. Oriented toward influencing socio-economic structures and relationships through group action-taking.
4. Weather related to health, literacy, vocational or skills acquisition, it places importance on how educational processes and relationships Affect learners.

5. Program are designed to enable people to critically analyze their own life situations and develop the skills required for acting to improve their situations. ". (Kindervater, S., 1979).

Neither empowerment study has a lot of influence and benefit to the community. The focus of empowerment studies focuses on community self-reliance in solving their life problems and open their awareness of what happens to themselves and their groups, so that people are not only subjects but also as objects, meaning that people are included in the program. (Zimmerman, MA *et.al.*, 1992; Perkins, DD, and Zimmerman, MA, 1995; Zimmerman, MA, 2000; Carr, ES, 2003).

Community empowerment programs, not only promote information acquisition and skills, but focus on the use of the ability to solve the problem together. Thus, the empowerment of women through KBU program fostered by the CLC and *Rumah Pintar* oriented affecting socio-economic structure. The KBU program allows within groups, leaders and members to mutually learn and build relationships or communications with their members. Personal role within the group, enabling to analyze his life situation critically and building up his

skill needs for activity in improving his condition. Empowerment as an effort to gain understanding and control over social, economic, and political or to raise the n position in society.

In connection with the statement, there is a special model that is used to understand the role of leaders of non-profit organization which is manifested in the activities (Nanus, Burt and Stephen M. Doobs., 1999), namely:

1. In the organization *(Inside the organization),* the role of leader to interact with staff and volunteers to inspire, encourage, mobilize and empower them.
2. Exit organizations *(outside organization),* the role of leader to seek help, the support of donors, potential partners with business leaders outside the organization.
3. At the time of surgery *(present operation),* leaders focus on quality and service, the organizational structure, information systems and other aspects.
4. Possible future *(on future possibilities),* led to anticipate *trends* and develop the future direction of the organization.

The four things, consists of six roles activity leaders' in his leadership (Kahar,I 2008), described as follows:

Figure 2: The Role of Non Profit Organization Leader Source Burt Nanus, Leaderrs Who Make a Defference for Meeting the Non Profil Challenge (1999:18).

Based on picture 2 above, the explanation as follows:

1. Role 1 and 2: the leader as a provider of visions and strategies *(visionary and strategies),* meaning the leader is one who is responsible for moving the organization in the right direction. Then the leader establishes, spreads and develops the vision clearly and shows new ways in the future. In addition, he inspires his members and designs strategies to achieve organizational vision and mission.

2. Roles 3 and 4: the leader as a politician and spokesman *(politician and champaigner),* mea ning that the leader acts as an advisor, spokesperson and negotiator to subordinates. He also establish relationships by using the sources of information *(super networker).*
3. Role 5: leader as a coach *(coach),* that is to say within themselves leaders have embedded nature of the build team and develop people within the organization, it is a responsibility. In addition, leaders also play a role in building trust that holds the organization and it is also inspiring and encouraging to everyone.
4. Role 6: leaders as agents of change *(change agent)* in a position for the optimistic future. It has a major influence in decision-making for change and it introduces new programs, creates a cooperative strategy with the public. Sometimes he is an organizational restructure and an innovator.

Based on the explanation above, leadership is a person's ability to affect the group in order to achieve the desired objectives. This form of influence can be done formally within an organization. This is in line with some of the research results, which explains that leadership is the art of moving, affecting a person or group to act to achieve a goal (Zaleznik, A., 1977;Eagly, A. H., and Johnson, B. T., 1990; ; Waldman, D. A. *et.al.,* 1990; O'Connor, J. *et.al.,* 1995; Avolio, B.J. *et.al.,* 1999; Raharjo, S. T, and Nafisah, D., 2006; Yunasaf, U., 2007; Onorato, M., 2013;).

Similarly, the results of this research, shows that the woman's leadership containing elements capable of influencing others, is able to provide its members mobilize passive effort in order to be productive.

Leaders have traits, habits, temperament, character and personality of its own unique and distinctive, so that the behavior and the style that differentiates it from other other people (Djanaid, D. 2004). The characters are owned by women leaders in the results indicate the nature of the different leaders with others and seen by its members as a daily routine. The leadership style is the behavior or the way chosen or used a leader in influencing the thoughts, feelings, attitudes and behavior of members of the organization or subordinates (Nawawi, H. 2003). Thus, it is possible that style will be different if observed in the group and other empowerment programs.

5 CONCLUSIONS

As a strategic process in women's economic empowerment program, small groups called as Business Learning Group (KBU) were formed. The role of leaders to build group dynamics is essential for the creation of productive learning and organizational performance. Forming groups and the election of a leader, based on the characteristics of the group, with a *bottom-up* approach or in line with the needs of the group and its members. Members have the right to choose and determine leaders who are in accordance with their group climate, so members need to know deeply about the profile of leaders in their daily lives. The existence of women leaders in running and supervising the organization, also affected by similar conditions, the same hope and feeling of kinship. Because the majority of the development program are those with the economic status and low education, the academic competence and economic status are not a major concern throughout like a leader is chosen. But a leader who is trusted, responsible, have experience, be a motivator for members, can communicate well and effectively solve problems.

It may be possible to find another model of female leadership, because the character of the leader built in each group needs to be in line with the vision of the mission or the program of activity and the character of its members. The larger the group it builds, the more complex the leadership character will be realized.

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