Exploring Characteristic of Women Leadership
in Socio-Religious Organization Catholic Woman of Republic Indonesia South Kalimantan Region

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Abstract

Leadership often associated with certain age, gender, or race that causes someone considered not good enough to be promoted in a particular position, even in this era it is still prevents women from becoming leaders, even though they have a huge opportunity to be able to practice being a leader. So there is a difficulty of finding cadres who "voluntarily" are willing to be nominated to lead at the Regional level. The aim of this research are to explore the indicator of women leadership; strengths – weaknesses – opportunities – challenges of women to become a leader; and to build women leadership character in socio-religious organization the Catholic Woman of the Republic of Indonesia South Kalimantan region. Using qualitative descriptive method. Data collected through open-ended questions with competent informants, exploring internal-external factors using SWOC analysis, building leadership character refers to the Malcolm Baldrige criteria on leadership. The result of the research show that women have difficulty in managing their time and priorities between family-career-organizations, so they ignore many opportunities that they can actually get.The expected leadership indicators are: must be able to develop the organization, have a sense of responsibility, discipline, effective communication, willing to serve, assertive, authoritative, good personality..

Keywords: women leadership, building character

Abstrak

Kepemimpinan seringkali dikaitkan dengan usia, jenis kelamin, atau ras tersentu yang mengakibatkan seseorang tidak dianggap layak untuk dipromosikan pada jabatan tertentu, bahkan di era yang sudah maju seperti sekarang hal ini tetap menjadi momok yang menahan wanita untuk menjadi pemimpin, walaupun mereka memiliki peluang sangat besar untuk bisa berlatih menjadi seorang pemimpin. Penelitian ini bertujuan untuk mengeksplorasi indikator kepemimpinan wanita, mengeksplorasi kekuatan-kelemahan-peluang-tantangan yang dialami wanita dalam organisasi sosial keagamaan WKRI DPD Kalimantan Selatan. Metode analisis yang digunakan adalah deskriptif kualitatif, data dikumpulkan melalui open-ended questions terhadap nara sumber yang berkompeten, menggali faktor internal-eksternal mempergunakan analisa SWOC, membangun karakter kempemimpinan mengacu pada model Malcolm Baldrige. Hasil penelitian menunjukkan bahwa wanita mengalami kesulitan dalam mengatur waktu dan prioritas mereka antara keluarga-karir-organisasi, sehingga mereka mengabaikan banyak peluang yang sejatinya bisa mereka dapatkan. Indikator kepemimpinan yang diharapkan adalah mampu mengembangkan organisasi, bertanggung jawab, disiplin, mampu berkomunikasi secara efektif, bersedia melayani, tegas, berwibawa, berkepribadian baik.

Kata Kunci : Kepemimpina Wanita, Membangun Karakter

INTRODUCTION

There is a glass ceiling metaphor in women's leadership, something that holds someone from achieving success in business, often associated with certain age, gender, or race (Eagely & Carli, 2007) Even in the 21st century glass ceiling remains a scourge that holds women and minorities from achieving success. Women have to make serious efforts twice as hard as men to reach the same position. Based on data published by Fortune Magazine, as June 2019 there were 33 women who succeeded in occupying the position of CEO in the largest income company in the US, that is only 6.6 percent (Zillman, 2019).

How about Indonesia? there are some women who have important positions in society, such as Shima Queen from Kalingga kingdom in 7th century until the emergence of others big names such as Nyi Ageng Serang, Martha Christina Tiahahu, Cut Nyak Dhien and Cut Nyak Meutia, who fought in the Dutch colonial period. Kartini and Dewi Sartika who were pioneers in fighting for women's rights (Primadia). In 2001, Megawati Sukarnoputri, previously the vice president, became the first female president in Indonesia (Tamtomo, 2018) . During President Jokowi's first period, 26% of his ministers were women, even in the political world women had gained a position (www.tribunnews.com, 2018), but of course that's not good enough, considering there is a lot of women's social organization in Indonesia where women can practice to be a leader.According to Kowani (2018), in Indonesia there are 91 active women's organizations from various fields, including socio-religious organization the Catholic Woman of the Republic of Indonesia(Wanita Katolik Republik Indonesia -WKRI) (KOWANI, 2017).

President Jokowi in his speech at the 20th Congress WKRI in 2018, mentioned four advantages of women: longer life expectancy, stronger in facing the competition, having more active brain in responding to empathy, and multitasking (www.tribunnews.com, 2018). Woman tend to define success as an interests in roles that are intrinsically rewarding, personal achievement, self-development and work, life balance; whereas success is generally seen as high salaries, high positions (Sturges, 1999). Different form men, women also have to compete their priority for time and attention at all different stages of life and careers (Sullivan, 2006).

WKRI has been founded for a century, establish in May 1928, is a social organization that has been incorporated since 1952, which supports the mission of fighting for equality and gender in all aspects of life. At the national level, WKRI is a member of Women's Organizational Association (GOW) and a member of Women's Organization Coordinating Board (BKOW) at regional level. At the international level, WKRI has been appointed as an active member of the World Catholic Women's Organization (WUCWO) since 1957, then entrusted to hold the position of Chairperson of the World Catholic Women's Organization for Asia Pacific in 1977-1987   (htt19). In 2018the WKRI received the Community Social Organization (CSO) award for Long Life AchievementService   Categorywhich   helped maintain the diversity of the Republic of Indonesia by the Ministry of Home Affairs of the Government of Indonesia (MajalahHidup, 2018).

The organizational structure of the WKRI at the national level body called the Central Management Board (Dewan Pimpinan Pusat - DPP), at the regional level it is called the Regional / Branch / Branch Management Board (Dewan Pimpinan Daerah – DPD /Dewan Pimpinan Cabang – DPC /ranting). Up to the Regional level, leadership is collegial collective, consisting of three presidium. For the regional level of South Kalimantan, the leadership of the current period will end in 2020, for that the WKRI DPD South Kalimantan needs to looking for leaders - to be able to carry out the responsibilities of the next five years - through branches (DPP WKRI, 2019).

An important problem arises, that is the difficulty of finding cadres who "voluntarily" are willing to be nominated to lead at the Regional level. In fact, from the demographics of members, 30 percent of members are under 40 years old, 82 percent have high school and bachelor education, and 33 percent work as teachers, civil servants and do business. This potential is not empowered to forming a leader who will later be able to compete outside the organization and the opportunity to learn to be leaders is not utilized by members to later be able to have a positive impact on the institution where they work, as found by Carter et al., (2003) that there is a positive relation between gender diversity and corporate performance, Desvaux et al., (2008) found in their research that there is a positive relationship between the existence of women and the performance of institutions. Gneezy et al., (2003) found that the performance increase when woman have to compete againts men. On contrary,different finding obtained by Adams and Ferreira (2009) that the average effect of gender diversity on firm performance is negative; and Qian (2016), changes in gender diversity that are unrelated to the economic factors have no predictive power on firm performance.

Based on backgrounds that have been presented, the formulation of the problem in this research is what are the characteristics of women's leadership in the WKRI DPD South Kalimantan?

Referring to the questions raised in the formulation of the problem, the research objectives can be formulated as:
1. Exploring indicators/parameters of women's leadership in the socio-religious organization WKRI DPD South Kalimantan.
2. Exploring the strengths and weaknesses, opportunities and challenges experienced by women in developing leadership in the socio-

religious organization WKRI DPD South Kalimantan.

3. Building the character of women's leadership in the socio-religious organization WKRI DPD South Kalimantan.

The benefits of research are to provide an overview of women's leadership in the socio-religious organization especially the WKRI DPD South Kalimantan in order to improve the performance of their organizations.

LITERATURE REVIEW

Leadership

leadership as "an art, something to be teamed overtime, not simply by reading books. Leadership is more tribal than scientific; more weaving of relationships than an amassing of information, and, in that sense, don't know how to pin it down in every detail". Vanier (1993) describes leaders as guardians of unity.

The role of leader, traditionally held by men. The characteristics of leadership are seen as something that is masculine. So that generally public believes that women who can reach positions as leaders will face greater challenges and obstacles (Eagly, Karau, and Makhijani, 1995).

Being a leader is the most challenging thing, because leaders are required to be able to explore what is best in their team so that they can provide the best performance, and make them able to survive in the worst situations. There are many types of people that a leader will meet, but leaders must behave the same for everyone (Caramela, 2018).

The leader must win the trust of his subordinates. Must be able to put themselves in their position. The leader must know that the task is not to make the people they lead just doing everything he or she ask for, but to invite them to work as a team. If there is a conflict or misunderstanding, the leader must act immediately and provide a solution (Yukl, 2012).

Women and Leadership

Woman's views about leadership began to form in childhood, starting with the values she learned, her exposure to leadership skills, and whether she has positive leadership role models (KPMG International, 2015).Although representation of women in top leadership role increasing lately, women remain starkly underrepresented in senior political and corporate leadership positions (Carli, 2015).

Defining good leadership, Eagly (2007) states that the appropriateness of a leader's behavior is contextual, depending on social values, organizational culture, the nature of the task, the characteristics of followers. Thus, traits that are considered feminine such as cooperative, guiding and collaborative, are important, especially in modern organizations. Do women get benefit from this? Men and women must meet the same requirements to be able to reach the position of leader, so the differences in leadership styles of men and women are relatively small (Eagly, 2007).

Although from various studies conducted by many researchers, Druskat (1994) concludes that women and men differ in applying the leadership style, women generally value relationships, collaboration and discussion, they are more democratic and in certain situations women are more oriented towards interpersonal relationships, rather than task oriented.

Women face more complex challenges than men in their leadership journey. Termed as glass ceiling. This metaphor does not indicate that everyone has the same opportunity to reach one position, until finally they touch an unseen obstacle, but rather describe a journey full of challenges in order to achieve success (Ryan et al., 2016).

The glass ceiling which is considered a myth by many people, is real and maintained by organizatonal culture, policies, and strategies in addition to the inability of women themselves. Only the organizations that have culture to support women's top positions, will help in breaking down the glass ceiling, along with women's own efforts to empower themselves through academic and career development (Mathur-Helm, 2006). Gender discrimination placed on women is related to their role in the family. Women are influenced by the general assumption that they are cary the main responsibility for looking after the household (Wirth, 2001).

Social Leadership

Communities formed from various cultural stories that often compete with each other. Social leadership describes the process of social learning and discovery that are ways to involve the community in fundamental values and cultural shifts through asking difficult question that people tend to avoid, seeking problem-solving together (Wilcox, 2007).

Social leadership understands that the character of social challenges are conflicting values, moral dilemmas and situations that have never been encountered before. Contrary to the linear nature of the technical problem, social challenges are complex, unrelated, multi-layered

and contrary to common view. All communities have unwritten rules and regulations, define who we are, where are we now, where we want to go, how we will get there, how we relate to authority and react to leadership, what is stopping us, what is the scope of our responsibilities (Diamond, 2005).

Social leadership is related to the act of aligning adaptive change in groups, organizations, communities and nations. Focus on the community in adapting change, through diagnosis of existing issues, arranging interventions to draw attention to differences and change reality to shift mindsets (Porteous, 2011).

The majority of the nonprofit workforce – more that 75 percent in some U.S. sectors – is female. Still, when it comes to the highest rung of the ladder at big-budget organizations, women are much more scarce. According to 2014 poll conducted by the Chronicle of Philanthropy and the George H. Heyman, Jr. Program for Philanthropy and Fundraising found that 57 percent of female nonprofit leaders would like to become a CEO someday. Those women who didn't want to the top job typically cited long hours and stress as the reason (Guerero, 2019).

METHODOLOGY

This research is a qualitative descriptive studyto explore the views and experiences of the informants to understand the phenomena that occur in the research object. Interpretive methodology as a research procedure that produces descriptive data in the form of words written or spoken of the people and behaviors that can be observed (Moleong, 2005). The approach that is taken suggested a number of criteria for selecting the data that is considered relevant. The approach includes standard on certain procedures in the research process, including selecting and deciding the issue, capture data, and determine the unit of analysis that will be examined and so forth. This approach uses an ethnographical approach, namely by adjusting the existing data and describe and provide interpretation to create a picture that show systematically, factual, and accurate information on existing facts.

Researchers used primary and secondary data. Primary data collected in December 2019. through direct interview using open-ended questions to nine resource persons who are considered highly competent people to explain the organization of the WKRI in South Kalimantan DPD which are the leader of each branches and two former presidium of South Kalimantan DPD.The branches are DPC Katedral Banjarmasin, DPC Kelayan Banjarmasin, DPC Veteran Banjarmasin, DPC Banjarbaru, DPC Pelaihari, DPC Batu Licin, and DPC Kota Baru.The research focuses on two things, as follows: (1) the indicators that they expected from a leader in the WKRI DPD South Kalimantan; and (2) the reason for refusing to become a presidium of South Kalimantan DPD. Secondary data used organization's reports, statutes bylaws, books, and scientific journals.

SWOC analysis is used in community activities to identify positive/favorable and negative/unfavorable factors in organizations, communities and societies that can encourage or inhibit the implementation of social services and efforts for social change.SWOC analysis is used as a source or information to assess internal strengths and weaknesses of organizations and external opportunities, and challenges in communities served by nonprofit organizations or communities (Westhues et al., 2014). So in this research SWOC analysis is used to explore internal factors, namely strengths and weaknesses, and external factors, namely opportunities and challenges. Strengths are internal matters that support the existence of women to become a leader, Weaknesses are things that are internal that limits a woman to be a leader, Opportunities are things that are external that can be achieved by a woman if she becomes a leader, Challenges are things that are external, an effort to grow, already exists and need to be handled immediately.

The Baldrige Criteria for Performance Excellence are a framework that can be used by all organizations, wether an organization is small or large, is for-profit or not, or has one location or multiple sites, to improve overall performance. While maintaining the Criteria characteristics, goals and purposes, the Criteria develop significantly over time to help organizations respond to the challenges and opportunities that exist (NIST).

As a set of organizational standards, The Baldrige Criteria for Performance Excellence are defined through a systematic approach on how an organization can survive. The approach begins with identifying the main factors: the attributes of the organizations or its environment that influence the way of the organization operates and the main challenges. Each organization has an unique key factor, assesment using the seven Criteria categories will be unique too. The seven Criteria are: Leadership; Strategy; Customers; Measurement, Analysis, and Knowledge Management; Workforce; Operations; Results (National Institute of Standards and Technology, 2009).

Leadership as one of the seven Criteria explains how leaders direct and support the organization, in terms of vision, values, and performance expectations. Leaders must be able to communicate with subordinates, develop leaders for the future, manage organizational performance (Gasperzs, 2011). Building the character of female leadership in this research refers to this Baldrige Criteria.

RESEARCH RESULT AND DISCUSSION

Exploring indicators/parameters of women's leadership in the socio-religious organization WKRI DPD South Kalimantan.

The results of an open-ended question with the informants about what are the indicators that they expected from a leader in the WKRI DPD South Kalimantancan be summarized into a number of points, namely leaders must be able to develop the organization, have a sense of responsibility, discipline, be able to establish good and effective communication with branch / branch leaders / members / general public, having knowledge, friendly, caring, honest, willing to serve, loyal, patient, wise, assertive, authoritative, having a good personality.

The results of other question about why they refused to be nominated as a leader in the WKRI DPD South Kalimantan can be summarized as lack of confidence because they feel that there are others who are considered more worthy to lead, feel unable to manage time between the work of the church-organization, less time because there are so many social activities that are needed to be handled, prefer to take care of children and grandchildren at home, have worked all day so that remaining time is more dedicated to the family. The last two reasons related to marital status.

The result above shows that despite the opportunity to become a leader, women tend to limit their own step with various reasons that make them seem unworthy, which is knows as the glass ceiling metaphor. This condition is in line with the result of the study about glass-ceiling index, which measures where women have the best chance of equal treatment at work, that, after decades of improvement, progress for women in the workplace has stalled in recent years (Daily Chart The Glass Ceiling Index, 2019). Although some invisible barriers to succes slowly begin to unravel. Sharma and Kaur (2019) found that marital status act as a moderator between organizational and societal barriers of glass ceiling women and their work

engagement level, as Jackson (2001) opined family life also acts as a barrier since women give more preference to their family as compared to their career. In addition, according to Jain and Mukhreji (2010), Psychological factors prevent the progression of women to the leadership levels, besides other barriers such.

Exploring the strengths and weaknesses, opportunities and challenges (SWOC) experienced by women in developing leadership in the socio-religious organization WKRI DPD South Kalimantan.

Using SWOC analysis to explore internal and external factors experienced by women in developing their leadership in WKRI DPD South Kalimantan, the results are summarized in the following table:

	Strengths	Importance (H/M/L)
S1	High school education and above	H
S2	Worked/ ever worked in government or private institutions	H
S3	Family support	H
S4	Involved / ever involved in social organizations both within the church and outside the church environment	M
	Weaknesses	**Importance (H/M/L)**
W1	Time management	H
W2	Lack of self confidence	H
W3	Could not determine the priority	H
W4	Dependencies of transportation facilities with other parties	L
W5	Joining just because of joining in friends	L
	Opportunities	**Importance (H/M/L)**
O1	Meet more people from various environment	H
O2	Good organizational learning because of the availability of clear organizational guidelines	M
O3	Involved in the activities of interfaith and cultural organizations	H
O4	Become popular, be known and know a lot of people	H
O5	Establish friendships with members of the WKRI from various provinces in Indonesia	M
O6	Add knowledge from participating in national and international scale activities (which generally can only be followed by leaders)	H
	Challenges	**Importance (H/M/L)**
C1	Exploring self leadership	H
C2	Exploring self potential	H
C3	Develop the courage to express opinions in public	H

Based on the SWOC analysis conducted above, the strategies that can be carried out by the organization are:
1. Conducting ongoing leadership training for all members so that they are able to explore the leadership spirit and potential that exists within them, through this training members are also taught to be able to manage time and set priorities;
2. Conduct teamwork building training through collaboration with the DPP;
3. Accustom members to become committee leaders in events organized by the organization, so they become accustomed to lead;
4. Train members to express their opinions in public through seminar and open discussions.

Building the character of women's leadership in the socio-religious organization WKRI DPD South Kalimantan.

Along with the times where organizational problems are becoming increasingly complex, in addition to meeting minimum standards such as age, education, health, etc. as determined by the nominating team at the regional conference, using one of seven criteria in Baldrige assessment, the character of female leadership in the WKRI DPD South Kalimantan which should be able to bring the organization to grow and develop are:

Internally:
1. Leaders who are able to describe the principles, vision-mission, nature and guidelines of the organization as stated in statutes of bylaws into various work programs of the organization – in short, medium, or long term - so that the organization has a clear reference in uniting its movements;
2. Leaders who are able to encourage the formation of ethical behavior, orderly and disciplined to carry out work programs that have been prepared, through optimal direction and exemplary;
3. Leaders who have managerial skills in order to increase organization performance by implementing good planning, organizing, actuating and controlling;
4. Leaders who are able to communicate well with all levels in the organization, so that they are able to capture the good aspirations that arise from members;
5. Leaders who are able to focus and act quickly in overcoming various organizational problems that arise:

Externally:
1. vision - to realize shared prosperity and uphold human dignity and dignity - leaders have the ability to direct the organization to show their responsibilities to the public, through various activities that can benefit the society;
2. Leaders who routinely evaluate the performance of organizations in society;
3. Leaders who are able to ensure their organizations behave ethically and comply with applicable regulations & legality;
4. Leaders who are able to build good social relationships with other organizations;
5. Leaders who are able to bring the organization to participate in the welfare of society.

CLOSING

Conclusions

This research try to explore characteristic of leadership in WKRI DPD South Kalimantan.The results show that the hope of all ideal traits present in a leader, surprisingly there is two things that emphasized by all parties, namely the ability to develope an organization and to comunicate. Thus, this results are useful for the organization in choosing leaders for the next period so that the organizational performance can be better, considering leadership is the most driving force to increase the performance of the organization (Karamat, 2013).

Leadership indicators expected in the socio-religious organization WKRI DPD South Kalimantan are she who are able to develop an organization, responsible, disciplined, communicative, having knowledge, friendly, caring, honest, willing to serve, loyal, patient, wise, decisive, authoritative, good personality.

Organizations need to organize leadership training for all members in order to get prospective leaders who are able to increase the organization performance.

The leader of the WKRI DPD South Kalimantan is expected to be able to supervise and support the organization, manage the achievement of the organization's vision, values, and expected performance, through good communication and create an environment that encourages ethical behavior and high performance.

Suggestions

Everyone has the potential to become a leader, for that the organization needs to plan a sustainable leadership training program in order to explore, cultivate and develop leadership abilities among members.

Organizations need to equip their members with the ability to manage time so that they can play active role in various organizational activities.

Limitations and Future Research

The results of this research must be interpreted carefully. Since the research was conducted using interpretive methodology, the results are of limited use in terms of generalizability. Informants came from various branches who currently occupy positions as branch leader. Thus, there is a possibility that if their leadership period ends, different opinions will emerge.

For researchers who wish to conduct research on women's leadership, it is advisable to make

empirical comparison of several women's organizations member of Women's Organization Coordinating Board (BKOW).

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