

## Perception of Employees on Female Leadership Style (Case Study at Guess Inc. PT. Gilang Agung Persada Jakarta Indonesia)

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### ABSTRACT

*The aim of this research is to look deeper on female leadership style in a company and employees' perception towards it.*

*This research uses descriptive method as its qualitative research method, with variables such as transformational leadership, femininity, and democratic leadership, with 32 samples whom PT. Gilang Agung Persada Jakarta, sub-brand Guess Inc.'s employees.*

*Female in stereotype are considered 'unable to lead', therefore female leaders in management are usually underestimated, and this research aims to bring up employees' perspective of female leadership.*

*The result of this research show, that nowadays female has succeeded presented themselves as effective leaders, therefore employees do not any longer perceive their leaders from their gender, but merely from their leaders' qualities as leader.*

**Keywords:** Perception, Employee, Leadership Style, Female, Male

### INTRODUCTION

Today can be found female who do male's work, which is leading, accommodating, or dominant, this situation which is then called gender equality; a situation in which both male and female enjoy equal status, condition or position, so as to fully realize their rights and potential for development in all aspects of family life, nation and state (Malay, U.M. 2013).

Gender differences and female's emancipation are always interesting in Indonesia, since Indonesia is a country where most people embrace patriarchal system, where male's position tends to be more valued and have higher values in society, and there is even an expression in this country that reads 'female do not need to go to high schools, ends to the kitchen as well', this phrase indirectly undermines the position of female as an independent individual in the social life of society, conditions that are in the field as if to confirm this phrase, not a few pout or sarcasm given to female who have higher education or female who have a brilliant career. In general, our society still assumes that female actually have to stay at home and take care of

family and household, whereas freedom of choice is protected by the Law of Indonesia and by United Nations, freedom of choice is the fundamental right of every human being, including the freedom of a woman to choose a way of life such as marriage or career.

The movement of modern Indonesian female is a sign that the system patriarchy is no longer relevant to modern Indonesian society, although it is undeniable that the discourses are still discussed about the ability of female as an independent human figure, who still sees female as 'second class' human beings, but over time Indonesian female slowly show that a woman also has ability as a whole human being, who is also able to follow the achievement that have been achieved by male especially in eastern countries like Indonesia.

### RESEARCH OBJECTIVE

Female in stereotype are considered 'unable to lead', therefore female leaders in management are usually underestimated, and this research aims to bring up employees' perspective of female leadership.

## METHODOLOGY AND DATA COLLECTION

The research method used is descriptive qualitative, direct data source interview with key informant selected to obtain picture or information needed to know female leadership, in the form of female leaders and some male leaders who work for *Guess Inc. PT Gilang Agung Persada Jakarta*, to see the different styles of leadership according to the two gender leaders.

While the main informant is an employee or group of employees who have been under both gender; female leaders and male leaders. Key informants were selected from various levels under the leadership of *Guess Inc.'s female. PT Gilang Agung Persada Jakarta*, so researchers can see the various responses or impacts that female leaders have on female and male employees.

Secondary data is obtained through previous studies on female leadership, male leadership, employee performance, and some other important data relevant to the purpose of the study.

Data collection techniques used (1) observation, (2) interview, (3) documentation study (Bogdan & Biklen, 2003), with data analysis method triangulation; (1) data reduction (2) display data (3) verification.

## DISCUSSION

### Leadership

Kurt Lewin has done the theory of leadership style and colleagues at the University of Iowa in 1930, based on the study identified two basic leadership styles:

**Autocratic Style** - autocratic leaders make decisions; notify employees what to do, and to closely monitor workers.

**Democratic Style** - democratic leaders encourage participation in making decisions, working with employees to determine what to do, and not supervising employees strictly.

There are two orientations that influence the style of autocratic and democratic leadership:

**Task-Oriented** - this type of behavior takes care of task completion, uses personnel and resources efficiently, and organizes regular and reliable operation.

Leaders who are oriented tend to have an autocratic leadership style.

**Relations-oriented**- This type of behavior primarily concerns the improvement of relationships and helps people, improves co-

operation and teamwork, increase job satisfaction of subordinates, and build identification with the organization.

Relations-oriented leaders tend to have style democratic leadership.

Of the two basic leadership styles this can then be translated again to some more specific leadership styles, House believes that leaders can show more than one leadership style, and identify five leadership styles:

**Directive** - according to House and Mitchell (1974) in Yukl (1989) directive leadership means telling the subordinates what is expected of them, providing specific guidelines, asking the subordinates to follow the rules and procedures, managing time and coordinating their work.

**Supportive** - by House and Mitchell (1974) in Yukl (1989), supportive style of leadership means showing a leader's hospitality, easy to find, and showing attention to his subordinates.

**Participative** - House and Mitchell (1974) express a participative leadership style means expecting subordinate ideas before taking a decision.

**Orientation of Achievement** - Yukl (1989) states the behavior of individuals driven by their need for achievement. Achievement-oriented leadership is expected to increase effort and satisfaction when the work is unstructured. So on the basis of such thinking, an achievement-oriented leadership style is a leadership style in which leaders set challenging goals and expect subordinates to excel as much as possible and constantly seek development in achieving goals.

**Caregivers** - the most appropriate attitude in the career's leadership style is minimal interference from the leadership, in which the leader only monitors but does not actively supervise the employee, there is not much need for interaction between the employee and the employee as long as the employee's performance does not decrease (Griffin. 2000).

Of the five leadership styles by House, a directive leadership style, achievement orientation, and caregivers are included in the goal-oriented style of autocratic leadership, while the supportive, participatory styles of leadership are included in the relationship-oriented democratic style of leadership.

Based on the types of leadership orientations above, it can be interpreted that the two styles of leadership most influenced by the general gender roles of masculine and feminine are the two styles of leadership that are autocratic and democratic. Eagly and Johnson (Steers, Porter & Bigley, 1996) conducted a meta-analysis of gender and leadership styles, Loden (1985) concluded, the differences in sex in masculine and feminine leadership styles. Loden said male tend to have a model of masculine leadership, while female tend to have a feminine leadership model.

Other researchers similar to Loden include Sargent (1981) and Hennig and Jardim (1977), research is based on manager behavior in an organization. From the results of gender analysis and leadership style conducted by Eagly and Johnson, it is concluded that female's leadership style is more democratic than male in the same organizational environment.

### **Transformational Versus Transactional Approach**

According to Burns, leadership has two styles, namely leadership transformational and transactional leadership. Robbins and Timonthy Judge (2008) explain that transformational leadership style is the style of leadership that inspires its followers to set aside their personal interests, the transformational leadership style has a remarkable ability to influence, the indicators of transformational leadership styles are charisma, the influence of the ideal candidate, the inspiration and motivation, the intellectual stimulation as well as the individual's attention.

Transformational leadership explains the process of relationship between superiors and subordinates based on values, beliefs and assumptions about the vision and mission of the organization. The transformational leader can move his influence for the sake of groups, organizations rather than their own interests; they try to change the self-concept of their subordinates into people who can achieve self-actualization, self-regulation, and self-control.

Transformational leadership refers to the process by which an individual engages with others and creates a relationship that increases the level of motivation and morality for both the leader and the follower. This type of leader is very attentive to the needs and motives of followers and tries to help his followers achieve their best abilities. In an organization, an

example of transformational leadership is a manager who tries to change shared values within a company to reflect a more humane standard of honesty and justice. Transformational leaders relate more with their colleagues and followers than to organize simple exchanges or agreements (Faraz, 2013). Transformational leadership is an extension of transactional leadership.

In contrast to transformational leadership, transactional-style leaders guide or motivate followers in their defined direction and goals by clarifying their roles and tasks, indicators for transactional leadership are reward contents, active management by exception, and passive management by exception (Bass, 1985). Bass (1985) argues that transactional leadership is a social approach to leadership that involves a reciprocal process between leaders and subordinates. Leaders convince followers that some benefits will increase if followers behave as the leader expects, leaders respond to the basic needs of subordinates, leaders and subordinates organize a process of exchange (transaction).

Transactional leadership refers to the scattered part of leadership models, which focus on transactions that occur between leaders and followers, as do managers who offer promotions to employees who excel in achieving their goals. Leaders demonstrate transactional leadership when they offer a bonus to their members or followers who complete the task ahead of time (Faraz, 2013).

Transactional leadership emphasizes the transactions or exchanges that take place among leaders, colleagues, and followers. This exchange is based on leaders' discussions with others related to what is required and specialize the conditions and rewards that will be accepted if they meet the requirements.

The transformational-transactional leadership style is also known for style democratic and autocratic, in which democratic forces are identical to transformational and autocratic identical to transactional (Situmorang, 2011).

### **Perception**

Perception is a process of recognition and the process of giving meaning to the environment by individuals (Gibson, 2006).

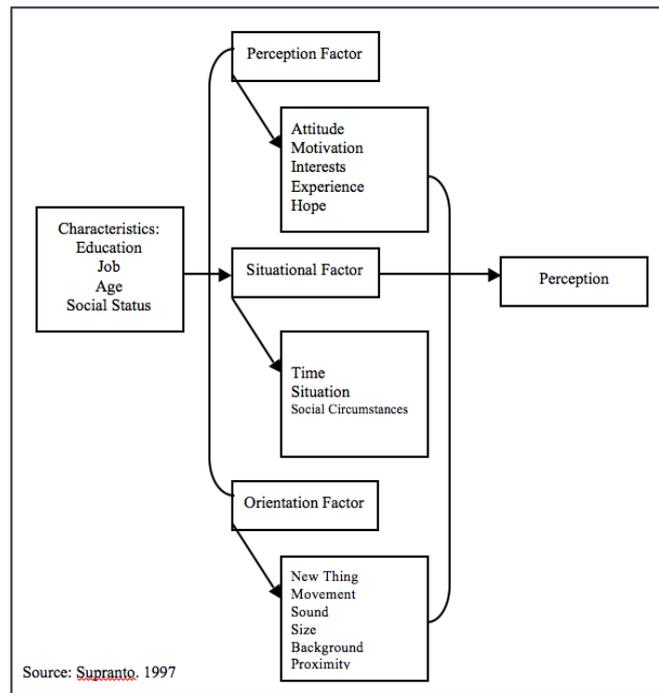
Another definition of perception is proposed by Baron and Donn Byrne (2004) as a process used to try to understand others.

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Perception occurs after a person experiences something or someone, the perception of a person or something in general will be the same for a long period of time until there is one or two

things significant to the thing or person that can make perceptions change.

Factors affecting perception are described in the figure below:



**Figure1.** Factors Affecting Perception

Factors that influence perception:

- The character of the giver of perception education, occupation, age, and social status,
- Factors in preceptors, such as attitudes, motivations, interests, experiences, and expectations,
- Situational factors that are occurring when experience occurs to shape perceptions.

One's perception of a person or something can vary by reason the factors described above therefore this perception is subjective. The experiences that occur will form a perception that will then be used as a reference to deal with new stimuli (Supranto. 1997).

Many ways are commonly used by an individual to make a perception of someone or something, as described by Robbins and Timothy Judge (2008):

**Selective perception** - interpreting based on interests, backgrounds and attitudes

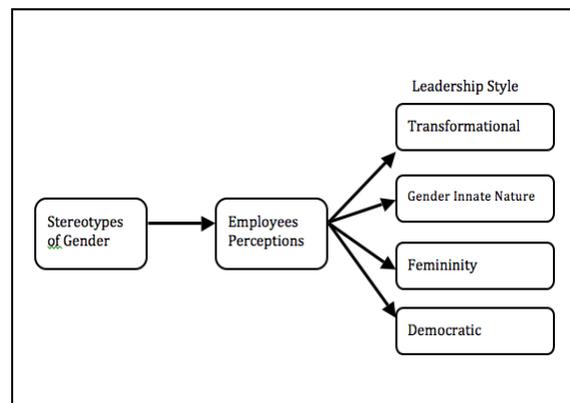
**Halo effect** - generating an overview based on a particular characteristic

**Contrast effect** - an evaluation of a person's characteristics that is influenced by comparisons

with others newly encountered, who score higher or lower for the same characteristics

**Projections** - correlate the characteristics of one with other individual characteristics

**Stereotypes** - judging a person by one's group



**Figure2.** The Research Framework

**Research Hypothesis**

From the theoretical framework above, then the hypothesis proposed in this research is:

H1: *There is a difference in perceptions of male and female employees against female leadership style*

H2: *There is a fundamental difference to the female and male leadership style*

**FINDING**

**Employee Perceptions of Female's Leadership Style**

H1: *There is a difference in perceptions of male and female employees against female leadership style*

After conducting research in the form of interviews and observations to 23 informants in which the number of 13 female informants and 10 males' informants; against 8 female leaders who lead directly or indirectly, it can be concluded that the initial hypothesis in this study is proven to be unsuitable.

This unproven or unsuitable result is taken because female employees and male employees see their leaders as individuals rather than gender. Initially, male and female employees will have a perception of the gender of their leadership that is formed from gender stereotypes, such as the female leader will be gentle or feminine, and the male leader will be more masculine, but in accordance with the long working employees with each gender, both female and male employees no longer judge their leaders from gender stereotypes, but leadership or ability the effectiveness of leaders.

**The Fundamental Differences of Female and Male Leadership Style**

H2: *There is a fundamental difference to the female and male leadership style*

Based on the results of research in the form of interviews and observations of 8 female leaders and as a comparison of 4 male leaders, it can be concluded that the hypothesis given at the beginning of this study is true that there are differences in fundamental leadership styles between the two genders.

Although both male and female can have a combination of styles transformational and transactional leadership, but in one gender there will be a trend of transactional or transformational leadership style in accordance with gender, such as female will have a tendency of feminine transformational style, while male will have a tendency masculine transactional style. Female will lead with a nurturing style and male will lead with a more controlling nature traits.

**Transformational Leadership Style**

Female and male alike can have a leadership style transformational (or transactional), but a

gender will have a tendency to excel in a particular style of leadership, as in the table below, female and male have no significant value difference (given by employees) in ideal, inspirational and motivational influences, intellectual stimulation, whereas in individualized attention female outperform male as much as 21.74%.

**Table1.** *Interview Result (Percentage) of Transformational Leadership*

<b>Transformational Leadership Style</b>	<b>Female (%)</b>	<b>Male (%)</b>
Attributed Charisma	43.48	56.52
Idealized Influenced	52.17	47.83
Inspirational Motivation	56.52	43.48
Intellectual Stimulation	52.17	47.83
Individualized Consideration	60.87	39.13

According to the results of research and interviews with some employees; Sales Assistants, Store in Charge, and Store Manager from some Guess boutiques in Jakarta, female usually have better ability to influence the person they leads. Female leaders tend to be better able to persuade and approach better than male leaders, personnel-related issues are more easily approached by female, female will approach individuals more patiently such as asking for reasons, having greater tolerance and being able to provide understanding, advice, or command of a nature.

Male leaders tend to behave or be otherwise, male leaders will be more assertive towards employees, less tolerance, and approach the outline.

**Relationship of Gender Innate Nature with Leadership Style**

Based on interviews with informants about the nature of gender innate leaders, female and male have no significant difference (17.42%); this is because an individual cannot be categorized to a trait merely because of his gender, but rather to the individual's ability to deal with a certain condition.

According to research results, female are due to economic guidance and change social circumstances shift the feminine stereotypes that the public believes 'to middle' - in a more neutral or volatile sense according to the individual's needs, female are not passive despite being

inactive or aggressive, but unlike the very aggressive masculine nature.

**Table2.** Interview Result (Percentage) Gender Innate Nature

Gender Innate Nature	Female(%)	Male(%)
Aggressive	56.52	43.48
Independence	47.83	52.17
Emotional	56.52	43.48
Objective	43.48	56.52
Activeness	47.83	52.17
Competitive	47.83	52.17
Make Decision	47.83	52.17
Professionalism	52.17	47.83
Speculative	43.48	56.52
Confidence	52.17	47.83
Securities	43.48	56.52
Appearance	69.57	30.43

In accordance with the individual needs, female can be dependent and independent, from the results of the study found that female are more dependent on others when it comes to physical work, but, outside of physical work, can actually be independent and make their own decisions. So that it can be deduced based on the results of the above interviews and interviews that female can depend on other individuals but can also be independent, female can compete for self-actualization, and female can do everything with or without assistance if needed.

According to the results of the study, female leaders and male leaders have no significant differences; emotional attitudes, subjective, and easily influenced between the two genes tend to be similar and not contradictory. The emotions of each individual also cannot be categorized by female or male gender. It can be concluded that, being emotional, subjective, and easily affected is little to do with gender, but to the individual itself, male and female leaders are equally likely to be emotional, subjective, and easily influenced in leadership.

### Leadership

From interviews conducted to informants, female and male have an advantage in their respective managerial skills, employees tend to have better females' judgment in knowledge of human skills, administrative abilities, and ability to deal with people or in other words related to human and administration, while males have more voice in technical knowledge and ability to judge and decide quickly, in other words male have better ability in speed and technical.

According to the results of research female leaders and male leaders do not have significant differences in intelligence, female leaders can be as creative, as intelligent and as good as male leaders, and vice versa, although in applying intellectual skills or approaches, female leaders will have a different style male leaders, in accordance with the gender characteristics of the leader, so that it can be deduced that gender has no influence on the level of one's intelligence, one's intelligence can be increased or decreased according to the person's desire and ability to learn without any relation to gender.

**Table3.** Interview Result (Percentage) of Leadership

Managerial Traits	Female (%)	Male (%)
Knowledge of human skill	52.17	47.83
Administrative ability	60.87	39.13
Technical knowledge	43.48	56.52
Ability to deal with people	56.52	43.48
Ability to judge and decide quickly	43.48	56.52

Source: Rahul. 2011.

According to the results of the study also can be concluded that from the stereotype in Indonesian society, employees tend to choose male leaders in the first place, because they believe that female are a weak, unambiguous figure who should be led not lead, but with an approach by female leaders and female self-proof as a qualified leader, employees no longer see gender as a benchmark leader, but to make the quality of leaders themselves as a benchmark of their preference for leadership.

### CONCLUSION

#### Conclusion Research

From the results of the study and discussion described in the previous chapter, then the following conclusions can be drawn:

- Employee perceptions (female and male) towards female's leadership in the first place will follow the stereotype that is trusted by the community, but along with the length of work and performance of the performance given by the female leadership, the employees (male and female) no longer assess the leadership by gender, but from the quality as a leader.
- Given the socio-cultural changes and economic demands, the innate nature of gender; feminine - masculine, no longer the

same as the stereotype given by the former society, the present gendered nature has become more flexible, in accordance with the age and culture of change that requires humans to be more flexible with the situation at hand to achieve its goals.

- Female leaders have advantages in lead style such as compassion, while male leaders excel in assertiveness.

### Suggestion

This study has limitations and weaknesses, but limitations and weaknesses in this study can serve as a source for future studies. The suggestions that can be raised for further research are:

- The research model chosen in knowing the employee's perception of female leadership style is the instrumental case study can be further examined employee perception toward woman leadership style by using quantitative research model or measuring other variables of woman leadership.
- This study is limited to determine employee perceptions of the female leadership style at the company PT. Gilang Agung Persada Jakarta, can be suggested to conduct further research on companies or groups or other organizations, so that the results of research can strengthen existing theories.

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