

## **The Leadership Style of Woman as the Head of Regency in Instructing Duties and Supervision to Subordinates (The Case Study in Minahasa Tenggara Regency)**

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**ABSTRACT:** This research aims at describing, analyzing, and providing interpretation leadership style of women as region's leaders in giving instruction related to duties and supervision to subordinates. This leadership style is closely associated to the process of decision making that leaders must undergo. This is a qualitative research applying case study as the approach. The result shows that telling as one of leadership styles in which a leader gives instruction and close supervision on the performance of subordinates has not been performed by female leaders, as her capacity as the Head of Region, in Minahasa Tenggara. In giving the instruction, women as the region's leaders tend to use empathy, be less flexible and are easily influenced by externalities; therefore, this condition leads to unconstitutional. Further, supervision is not effective, Vice Regent and Inspectorate have less involvement in their sector, and financial abuse.

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**KEYWORDS -** Women's Leadership Style, Telling, Supervision, Good Governance, Decision Making

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### **I. INTRODUCTION**

Issues on the figure and leadership career of a woman in public sector have been frequently discussed particularly on its relation to gender issues. A woman is often perceived as a weak human being. A long-widely accepted stigma states that it is improper (taboo) for a woman to be a leader. Further, a woman should not pursue her education to the highest level because she will eventually have more duties in household, kitchen to be exact. A distinctive ability between man and woman tends to be greatly influenced by some characteristics attached to a woman. However, it is not enough to rely heavily on characteristics to be a high quality leader. Some indicators also determine the quality and success of a leader, one of which is leadership style. Leadership style is the method that a leader uses to influence subordinates. Hersey, Blanchard and Johnson assume that there is no best method to influence people. An effective leadership depends on the interaction of three factors. Those are: a) duty behavior, b) relationship behavior, and c) subordinate readiness [6]. Due to the intensity of those behaviours, there emerge four leadership styles; telling, selling, participating and delegating [19].

For the Minahasan in general and particularly people living in *Minahasa Tenggara*, female leadership is not something taboo because men and women have equal opportunity. The main points are the readiness, ability to be a leader, and intellectual capacity. Thus, some women comprise strategic positions such as the Head of Region and the Head of Council. The fact that a woman holds an important position as the Head of Region in *Minahasa* due to people's choice in The Election of Regional Head raises new hope and atmosphere for the society. The process is believed to accommodate the society need with an assurance that women's characteristics such as: gentle, diligent, persistent, attentive, patient, persuasive, creative, communicative, meticulous, conscientious and firm serve as strength that leads to the success as the Head of Region. These characteristics cause society to grow their expectation that female leader contributes to a new nuance because she would be able to comprehend what people in *Minahasa Tenggara* need and expect. However, some weaknesses inhibit organization to achieve its ultimate goal in decision making. The main issue lies on giving instruction related to duties and supervision to subordinates. In giving instruction to subordinates, a regent ignores some regulation. For example; the mechanism on mutation and staff promotion do not depend on criteria (based on competence on duties and position). In addition, The duties of *Baperjakat* are ineffective. Consideration of position and rank institutions known as *Baperjakat* which are the element of leadership that the duty to give consideration in the appointment and removal of office, especially promotions and appointment of civil servants as participants in environmental education training positions. In supervision, Vice Regent does not participate in governance as a supervisor whose duty is to assist a regent. Inspectorate is also unable to perform its duty optimally. The weakness is also found in financial misuse. A woman leader tends to express what she wants by giving direct command to subordinates. The decision frequently leads to controversy; thus, it does not provide positive feedback for a good governance.

## II. LITERATURE REVIEW

### Good Governance

Good governance is inseparable from the concept of governance, and it emerges as the most important issue in the establishment of government. The definition of governance based on the concept of UNDP, that is, the exercise of political, economic and administrative authority to manage a nation's affairs. It is the complex mechanisms, processes, relationships and institutions through which citizens and groups articulate their interests, exercise their rights and obligations and mediate their differences. Moreover, it is also stated that governance transcends the state to include civil society organizations and the private sectors, because all are involved in most activities promoting sustainable human development [4].

There are three principle components in the concept of governance those are government, private sector, and society. In running the government, establishing development, and setting society duties, those three components need to be in synergy although government or state still has a dominant role. Governance does not mean that governance is not merely an activity. It also carries the meaning that governance includes organization, management, guidance, maintenance and also a government [13]. There are nine characteristics of good governance according to UNDP, those are, participation, legal regulation, openness, responsive, consensus oriented, equality, effectiveness and efficiency, accountability, and strategic vision [9]. Objective values embedded in each characteristic serve as important point in establishing good governance.

### Leadership Style of Female Leader

Since the rising demand for better democracy through regional autonomy, a region has a total authority to provide more chances for women to take a part in politics and government as the leader, such as the Head of a Regency who is chosen through the election process. Leadership is related to an intentional process to exert the strong influence for others to guide, set the structure, facilitate activities and set the relationship in groups and organizations [20]. Leadership style as a set of behavioral norms that someone applies while trying to influence others as others perceives [16]. The leadership style of an individual is the behavior pattern that person exhibits when attempting to influence the activities of others as perceived by those others [5].

Each situation needs one specific leadership style [7]. Related to situational leadership style, three exponents on leadership, those are, Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson develop a situational leadership theory' which lies on the assumption that 1) the best method to influence people does not exist; 2) an effective leadership behavior depends on the interaction of three factors, those are, (a) the behavior of duty; (b) the behavior of relationship; (c) the readiness of subordinates. Due to the intensity of those two behaviors, there are four leadership styles or leader's behavior : telling, selling, participating, and delegating. Telling leadership style has duty behavior above average, and its relationship behavior is below average. In telling leadership style, a leader provides special instruction and imposes strict supervision related to the performance of subordinates [6].

Basically, Telling as a leadership style consists of two indicators, those are, giving instruction related to duty and performing supervision. According to [16], by employing this style, a leader shows more directions and less supports. A leader gives specific instruction to subordinates related to role and goal. Further, the leader will strictly supervise the realization of duty. A leader's behavior which is characterized by more directions and less support is referred as instruction; therefore, this style is regarded as one-way communication. A leader provides limited access for the subordinates to have more roles. In addition, the leader also explains what, how, when, and where to perform various duties. The initiatives of problem solving and decision making are solely performed by the leader. The solution and decision regarding various problems are announced, and the implementation is strictly supervised by the leader.

Supervision/Control is the monitoring process in organizational activities is performed to find out whether the actual performance has fulfilled the expected organizational goal [3]. Regarding the establishment of governance perceived from the position of supervision institutions, [8] mentions internal supervision and external supervision. Internal supervision is a supervision performed by an institution including in intern government environment due to its organizational position/structure, for example, a hierarchical line in which a leader supervises subordinates. Meanwhile, external supervision is a supervision performed by organization/institution which does not belong to governmental structure, it does not belong to executives [14].

Recently, women's leadership is increasingly found in many organizational types such as politic, government, and private sector although the role is considered less powerful than the leadership of a man. Some gender issues have still prevailed.[17] notes that there is an assumption that women are housewives who are capable of participating in political sector. [19] explains that a leader resembles male type. However, [11] firmly believes that leadership continues developing in gender perspective. The main reason is the female leadership style which is greatly distinctive from male leadership style is a perfect solution for the needs of excellent talent in new economy era.

### Decision Making

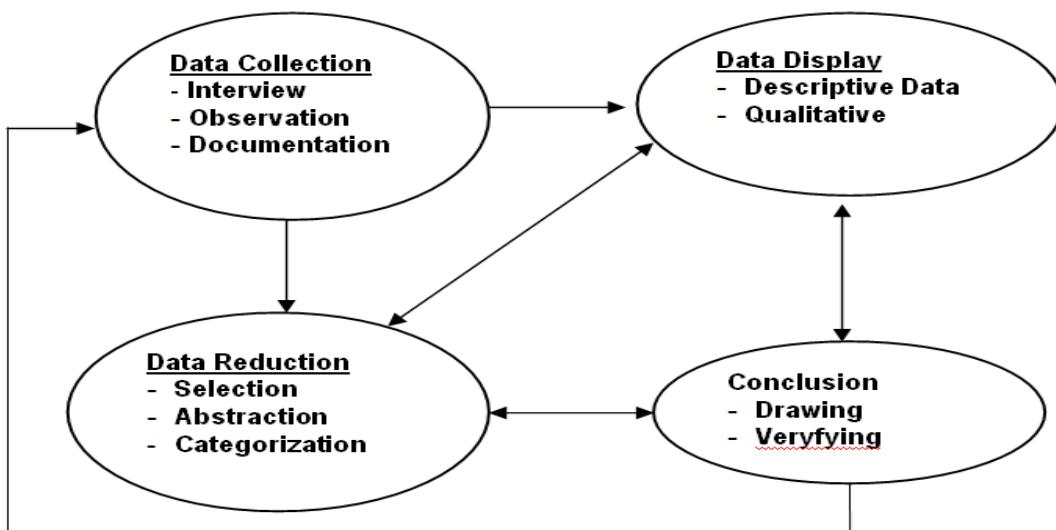
Making decision is the main component in leadership. Decision making is the core point of organization management because it brings influence to the future of organization [1]. [12] revealed three models in decision making, those are: 1) The rational comprehensive model; 2) Adjudicatory model; 3) The incremental model. [7] emphasize that decision making has directly exerted a strong influence to the individual performance. To achieve good decision based on the choices alternatives, decision making must follow the procedures and step needed in decision making process. [15] conceptualizes this in three main stages, those are 1) Intelligence Activities. This stage refers to a phase to search environmental condition necessary for making decision; 2) Activity Design. During this second phase, discovery and the development of problem analysis are possible to happen; 3) Choosing. The third and last stage requires action in selecting particular decision from the available choices. [18] identifies steps in decision making process which include following activities: 1) Deciding problems related to goals that are going to achieve; 2) Identifying alternatives for the solutions; 3) Analyzing the outcomes for each alternatives; 4) Selecting one alternative to be implemented.

Decision making is closely related to selecting policies. Theoretically, the existence of regulatory policy is inseparable from free authority from the government known as Freies Ermessen (Germany) discretionnaire pouvoir (French) or discretionary power (English). This authority is one of the means that provides chance for state administration officials to act on their own initiative. This authority is known to the authority discretion. [2] states that discretion serves as the authority to take an action or make decision owned by the officials of the State Administration and the competent authorities. In Indonesian Law No. 30 of 2014, Article 1 Paragraph (9) about State Administration confirms that discretion is decisions and / or actions specified and / or carried out by Government officials to solve concrete problems encountered in the implementation of government in terms of rules and regulations providing choice which does not regulate, is incomplete or unclear, and / or signify the stagnation of government. Thus, it can be said that the discretionary authority is the authority given to government officials, without having tied entirely to the law, to act on their own initiative in solving social problems in the framework of public service and accountability.

### III. RESEARCH METHOD

This research was conducted in *Minahasa Tenggara* Regency because this regency is one of the areas in the province of North Sulawesi with a female leader. The aims of research are to describe, analyze and interpret leadership style of a female regional head in giving instructions related to duties and performing supervision to subordinates. This type of research is qualitative by using case study approach. It applies case study because of its specific topic which discusses the female leader.

Data sources are obtained from many informants consisting of Regional Secretary, Head of Department, Head of the Agency, Head of Sub Department, Inspectorate, Head of Section, Community leaders, Religious leaders, and members of Parliament. Data consist of documentation comprising written sources such as Regional Regulation, and Policies of Local Government. Data also consist of all relevant reports and archive especially documents related to the research focus. Informant selection technique is performed purposively (intentional). Data validity is examined by using the following criteria: a) the degree of confidence; b) transferability; c) dependability, and confirmability. Data analysis technique uses an interactive model analysis. From [10], the process of data analysis can be seen in the Figure 1.



Picture 1. Interactive Model Source: Miles and Huberman (1994)

#### IV. RESEARCH RESULT AND DISCUSSION

##### **The Leadership Style of Women as Region's Leaders in Instructing Duties and Supervision to Subordinates**

To obtain data about the leadership style of women as region's leaders in instructing duties and supervision to subordinates related to decision making particularly in telling process, this research takes operational theory from [6] about the leadership style which includes four aspects: telling, selling, participating and delegating. This theory is supported by Stoenner's theory about the orientation of leader on tasks and subordinates. Telling is a leadership style in which the leaders give more instructions and conduct strict supervision on employees' performance. The results show that in the instruction of tasks and supervision to subordinates does not follow the legal provisions and regulations. Tasks instruction include: 1) the mechanism of mutation, 2) the suitability of competence with the field tasks. Meanwhile, data regarding supervision include: 1) the duties and functions of the Vice Regent in organizational structure; 2) the duties and functions of the Inspectorate.

##### **Instructing Tasks to Subordinates**

Instructing leadership style is a type of leadership in which a leader gives more instructions than supports to subordinates. It shows one-way communication. Decision making is mostly performed by the leader. The findings indicate that the regent does not rely on the decisions on regulations. Ideally, any decisions should be based on as having been regulated in Article 25 paragraph (a) and (g) of Indonesian Law No. 32 of 2004, to prevent abuse. For example, a legal case which involves Department of Public Works and the Department of Education due to the problems in financial management. The problem emerges because the Vice Regent and Inspectorate do not involve to assist the regional heads in coordinating the activities of vertical agencies in the region. Further, the Vice Regent and Inspectorate have less involvement in giving feedback on reports and / or supervision findings as having been mandated in Article 26 of Indonesian Law No. 32 of 2004 and The Regulation of Ministry of Domestic Affairs No. 64 of 2007 on Technical Guidelines Working Procedures Inspectorate Organization Province District / City of Article 3 (2), regarding the duties and functions of the Inspectorate.

Data on the mechanism of placement and rolling position reveal that the results of the study conducted by *Baperjakat* team do not serve as a reference when the regional head makes decisions about rolling. It can be seen from the fact that people who are recommended to hold certain positions will not get the positions. The main tasks of *Baperjakat* do not run in accordance with the regulations, and recruitment mechanism becomes the responsibility of the regent. The exclusion of the proposal from *Baperjakat* team affects the placement in the office. The position does not match the competency that the subordinates have. Before making a decision, the regent involves another party outside the structures such as the prayer team. The involvement of another party (Prayer Team) can not be separated from the background of regents as the evangelist. As a result, the regent frequently mixes the governance duty with the religious purposes. This condition results in a unconstitutional decision. The regent is no longer considered as decisive in making decisions.

The research results indicate several differences between female and male leaders due to their background. A leader with military background tends to use the military leadership and has a very firm attitude. In any occasion, a female leader (The regent of *Minahasa Tenggara*) applies the method or style which is not much different from the military style because of her strictness. The difference between female and male leaders is the fact that a female leader acts less responsive than a male leader. Male leaders and female leaders/the regent in *Minahasa Tenggara* Regency are different because the female leader (the regent) often connect religious view which is based love and governance duty which is based on formal rules. A female leader can be so strict; however, she can be easily influenced. Thus, she takes an action without considering the regulation and tends to be authoritarian.

If the leader / regent tends to rely more on feeling than rules in instructing tasks to subordinates, he/she will take an action without considering prevailing procedures. A woman inclines to more emotional due to her high dependence on feelings, and it results in authoritarian leadership, to be more exact a decisive but authoritarian leadership style. When the feeling greatly influences a female leader's attitude, she will be less strict. As a result, she will be easily influenced. The female regent in *Minahasa Tenggara* used to be an as evangelist, so it influences her to take decision based on love rather than regulations (unconstitutional).

Leadership style of a woman/regent which seems to be decisive but easily-influenced by feeling is the result of decision making which is much greatly influenced by feelings than rule. According to Stoenner, the theory of behavior is divided into task-oriented behavior and subordinates-oriented behavior's relationship or tends to please subordinates. The domination of feelings and desire to please subordinates distinguishes a female leader from a male leader who depends more on logic. As a result, the female leader takes less decisive decision which is potential to be unconstitutional. For example, when she instructs tasks to subordinates which is not performed in more organized stages. This is clearly seen on Delegation of authority which is completely useless.

Data show that the Regional Secretary does not perform his function. The Regent even decides to appoint assistant III as her representative. According to The Regulation of Minister of Domestic Affairs No. 13 of 2013 about Financial Management, Regional Secretary is a budget users. Related to Indonesian Law Number 32 of 2004, Regional Secretary's position is important as the top administrative, and the regent serves as a top executive.

This condition violates the normative rules. Regulations should serve the normative references for a regent to carry out her duties and functions. These tasks include giving instructions to subordinates, so she will not violate the existing rules. Background of regent who does not come from government sector is another reason. Therefore, control of normative rules for a leader is a necessity to avoid any violations of law corridor while taking particular actions.

Data show that the relationship between employer / a regent and subordinates is merely an employer-employee relationship in which subordinates must provide a report to their leaders. In other words, the pattern does not show any relationship as partners. According to Stoenner, this relationship is known as task-oriented pattern. As a partner, there is a reciprocal relationship between the two parties. It can be said that the Head of Department / Agency should be a partner of the Regent. Partners are not perceives solely as subordinates. Nowadays, the development of the organization is not top-down but bottom up. Theoretically, a partner requires participation of another partner, in this case the Heads of Departments.

From the existing findings on this focus, it can be analyzed that the proposals given are simply evidences to show that subordinates are involved in decision making. When subordinates are rather seen as the executors or the engine forced to perform tasks than as partners, human relations are neglected. Instruction /tasks seems to be a necessity although they violate the policy / rules. In theory, it is known as "reciprocity" (reciprocal relationship).

In the theory, the existence of regulatory policy can not be separated from the free authority of government which is known as Freieser messen (discretionary power) or also the authority's discretion. It serves as one way of giving space for officials or state administrative agency to act without abiding by the rules. Indonesian Law No. 30 article 24 on Public Administration confirms that discretion does not violate laws and regulations. It is based on General Principles of Good Governance and objective reasons which do not create conflicts of interest and performed in good faith. However, discretion is not boundless authority since discretion enables someone to act according to his own will. For example, data findings show that rolling positions do not follow the mechanism, and the results of the study from *Baperjakat* team are often neglected.

Data show that placement does not fit the competences of the employees, and it has occurred since *Minahasa Tenggara* is expanded from South Minahasa. It happens due to a shortage of competent professional in certain fields. There is a misconception among bureaucrats that a bureaucrat must be willing to work anywhere. He or she must even be ready to perform any tasks that by the employer has prepared or assigned. Placement in the office should follow the idea the right man on the right place. Data obtained also revealed that *Baperjakat* does not have optimum function. *Baperjakat* only functions as a supplement in governmental organizations in *Minahasa Tenggara*.

However, leadership depends entirely on the style of a leader when carrying out the activities in organization or group he leads. Some people seem so confident that effective leadership depends on the nature and behavior either separately or combined. Others believe that an effective leadership style is applicable for all situations. Nevertheless, another group of people believes that each situation requires a specific leadership style [7].

Based to the conception, a leadership style is the norm of behavior that someone uses trying to influence others' behavior. Task behavior is perceived as the extent to which a leader determines the obligations and responsibilities of individuals and groups. These behaviors include telling people what to do, how to do it, when to do it, where to do it, and who should do it. In performing his leadership, a leader needs to assign tasks, duties and responsibilities of his subordinates. The amount of tasks assigned to each subordinates is different. The characteristic of the task behavior is one-way communication from leaders to subordinates. Relationship behavior is defined as the extent to which the leader engages in two-way or multiway communication. The behaviors include listening, facilitating, and supportive behavior.

Thus, task and relationship behaviors discussed in this study as the theoretical references are two separate dimensions which can be placed on different points. Based on the behavior intensity, there are four leadership styles or behaviors, namely: telling, selling, participating, and delegating. To achieve an effective leadership, leadership style should be suitable with the readiness of subordinates. In other words, a leader must adapt his leadership style to subordinates. In short, appropriate task behavior and relationship behavior must be in accordance to the subordinates' capacity.

Regarding the intrinsic problem on the power of government which is associated with the research findings focusing on women's leadership style (Regent) in *Minahasa Tenggara*, it can be seen that there exists a strong tendency on the practice on discretionary power in governance duties. It should be realized that the

government's discretionary power contains inherent controversy. Further, the discretionary power of government is very prone to abuse. Discretionary power is the important juridical concept (legal concept). The abuse on discretionary power in governance duties is closely related to a governmental conception (bestuur) called bestuurzorg. It refers to a function of government which does not only regulate but also maintain. However, in the corridors of law, the certainty on the use of discretionary authority in governance contains an inherent problem, namely compatibility. Therefore, the fundamental issue is the limits of discretionary powers in the framework of the law implementation according to the characteristics of good governance in Indonesia. This study relies heavily on the central issue about the fundamental meaning to the government discretion. This research believes that the government discretion in Indonesia is a bound action in which the doer must have responsibility based on the existing legal framework.

This sub focus reveals Telling Leadership Style which is characterized by beyond average Task Behavior. Telling Leadership Style which requires the leader to give specific instructions and strictly supervise the performance of the subordinates has not been conducted by a female leaders (Regent) in *Minahasa Tenggara* regency. From the findings on this sub-focus, It can be concluded that the number of professionals is not adequate, rolling positions do not fit the mechanisms, nepotism is also found, and the regent does not have good comprehension on the rules. The findings also show that the regent depends on feeling in making decision leading to unconstitutional decisions. *Baperjakat* has less function, and the regent has authoritarian leadership. The decision that Regent takes should be rational which can be useful to achieve the most effective goal. The decision is considered rational when a plan has been taken to achieve particular goal.

Type of decision-making of Regent (T2) as female leader in *Minahasa Tenggara* regency reflects incremental decision making as the solution. This decision making refers to a theory of decision making which triggers many problems. This leadership model describes how government officials who do not quite understand the rules make decisions related to daily tasks.

The incremental main points which should be done in decision-making by the Regent as recommendations of the problem are as follows: (1) Selection of goals or objectives and empirical analysis of the actions necessary to achieve the purpose which is more perceived as mutually-interrelated elements than separated entities; (2) The decision-maker is perceived to only consider some alternatives directly related to the subject matter. These alternatives are incrementally or marginally perceived compared to the existing policies; (3) For each alternative, only few fundamental consequences will be evaluated; (4) The problem faced by decision-makers will be regularly redefined. Incrementalism view provides the possibility to take consideration and adjust goals and means, so the negative sides of the problems can be overcome. Otherwise, there will be no appropriate solutions for each problem. The real obstacle in making good decision lies on the certainty that all analysts will eventually agree on certain decisions without having a decisive consensus that the decision serves as the most appropriate means to achieve final goal.

### **Supervision (Controlling)**

Supervision in the establishment government in a region as it is mandated in legal regulation is the responsibility of Vice Regent. It has been stated in Indonesian Law No. 32 of 2004 article 26 paragraph (1) points b, c and d. Besides Vice Regent, supervision also becomes the responsibility of the Inspectorate.

Data show that the Inspectorate Head is deliberately taken from BPKP. Due to his previous background, he is considered to be capable of thoroughly understanding the tasks and functions. However, the inspectorate who is expected to provide internal supervision is not capable enough to perform duties and functions including his function as Secretary of *Baperjakat*. As a matter of fact, the goal to invite the officials from BPKP is to eliminate the predicate of disclaimer that *Minahasa Tenggara* Regency has by improving shortcomings and weaknesses. However, these efforts do not give significant changes because *Minahasa Tenggara* still has this predicate until the period of *Telly Tjanggulung* (T2) ends. Inspectorate whose duties is to carry out supervision in order to prevent abuse in the financial management involves in legal problem related to financial case. Therefore, when he joins the system, he is unable to prove his credibility.

Data from the research also show that the Inspectorate is not able to carry out the duties in a professional manner and optimum level. This condition results from the more dominance power of the regent over the Inspectorate. Inspectorate has duties to not only supervise administration and finance but also acts as the Secretary of *Baperjakat*. Meanwhile, the chairman of *Baperjakat* is the Regional Secretary. The new regulation on the civil servants confirms that the Inspectorate is no longer under the commands of the regents. Instead, the Inspectorate must be independent, so he gets no influences from any external parties.

The supervision that becomes the authority of the Vice Regent also experiences similar problem. Supervisory duties as the authority and responsibility of the Vice Regent and the Inspectorate are not delegated as having been stated in the regulations. Supervisory function as the authority of the vice-regent is not properly implemented. The regent does not delegate these tasks to the vice regent under the requirements stated in Indonesian Law No. 32 of 2004 on Regional Government. Disharmonious relationship between the regent and

the vice regent indicates the main reason for the regent to not delegate supervision function to the vice regent. The task delegation should be performed in many stages. The mechanism begins from the delegation from the regent to vice regent who will instruct the inspectorate to perform these functions. A professional leader will not let any personal problems intervene governmental tasks so that the mortar between personal problems with the tasks of government so that the supervision function of the vice-regent and inspectorate run optimally.

Data also reveal that the relationship between Prayer Team and problems that occur between the vice-regent and regent exists; thus, it intensifies this disharmonious relationship and exerts dominant influence. However it is stated that everything should be in line with the rules. If rules serve as guidelines for taking a decision, the prayer team does not become a big problem. The background of the regent as an evangelist also influences how the regent decides something. Personal problems, religious, and government are considered into one unified problems. As a result, it is difficult for a regent to distinguish all problems. so that in practice can not be distinguished by the regents. Disharmonious relationship between the vice regent and regent because of unfulfilled political deals triggers a prolonged conflict between them. This situation affects the execution of duties and responsibilities as the people's representatives. This exclusion of the vice regent from government duties indicates this disharmony. According to regulation, the vice regent serves as the assistant who will help regent in the coordination in the activity of vertical institution in a region. Further, the vice regent also takes a part in giving feedback of reports/finding in the supervision, controlling and evaluation the implementation of governance tasks.

## V. CONCLUSION AND SUGGESTION

### Conclusion

Research problem and focus are Leadership Style of Female Region Head in instructing tasks which consists of two indicators, those are giving instructions related to duty and supervision.

### Instructing tasks to subordinates

Data on research result show that Women Leadership Styles in the process of telling (instructing task) to subordinate do not fit requirements in prevailing legal regulations due to following reasons: 1) Lack of professionals on certain fields, 2) Nepotism (in rolling positions), 3) Regent's lack of understanding about rules / normative, 4) More domination of feeling in making decision resulting in the unconstitutional decision making (others-happiness oriented), 5) Less involvement of *Baperjakat*, 6) Authoritarian (firmness on principles).

### Supervision

Results of research and analysis on monitoring / supervision by the regents conclude that: 1) The relationship between the Regent and Vice Regent is not harmonious, 2) The exclusion of Vice Regent from governmental activity based on the specialty as a supervisor, 3) The low involvement of Inspectorate in supervision, 4) The findings of financial abuse.

### Suggestion

As the feedback on the research findings and conclusion, the researcher provides following suggestions:

- It needs more in-depth studies which focus on the issue of female leadership styles in decision-making by comparing the successful women leaders and those who are not,
- Some suggestions are proposed due to the problems, those are: 1) In making decision, a leader should easily be influenced by external factors, 2) A leader should take decision based on prevailing regulations, 3) Decision making in discretion needs to have more ground on legal regulation, 4) A leader should obey the valid rules.

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