

The Existence of Women's Leadership in Campus Organizations

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Abstract: *Women's leadership, both in student organizations and in the life of the wider community, is an important thing to pay attention to. Therefore, the existence of women's leadership in campus organizations is important to encourage gender equality, women's empowerment, and diversity of perspectives in decision-making. This study aims to analyze the existence of women's leadership in the student association organization of the Postgraduate Islamic Education Management Study Program at UIN Sunan Kalijaga Yogyakarta. This research uses a type of field research. The Head of the HIMMA Division was designated as the subject of the research. The data collection technique in this study uses interview, observation, and documentation study techniques. The data and data sources in this study are divided into two, namely primary data and secondary data. The results of the research show that the existence of women's leadership on campus is important for gender equality and empowerment. Despite the challenges, the role of women can be inspiring. Campus organizations need to support through inclusive environments, training, and mentorship for women's leadership to develop. Thus, there is no distinction between men and women in achieving the desired career.*

Keywords: *Leadership, Women, Stereotypes, Existence*

Introduction

An organization, within the conceptual framework, is defined as a collective entity that facilitates the aggregation of individuals to collaborate in achieving a set of predetermined goals. In the context of internal organizations, the quality of human resources plays a crucial role in preparing future leadership cadres. Specifically, student organizations perform a vital function as a vehicle for students to explore and develop their potential interests and talents. Furthermore, these entities act as pedagogical instruments in fostering soft skills and methodologies that are complementary to formal education.¹

Student organizations function as a means for students to gather and jointly achieve organizational goals while adhering to the provisions agreed upon by each member and management of the organization. The dominance of men in strategic positions in student organizations often causes women to

¹ Fadila Aulia, Putri Rahma Dwianggraeni, and Ahmad Raihan Ishak, "Peran Organisasi Mahasiswa Dalam Meningkatkan Kemampuan Komunikasi Interpersonal Yang Efektif," *Jurnal Mahasiswa Komunikasi Cantrik* 3, no. 2 (2023): 141-50, <https://doi.org/10.20885/cantrik.vol3.iss2.art5>.

feel marginalized, especially in terms of leadership. Although the presence of women in student organizations is considered important, the distribution of tasks is still affected by gender stereotypes. In the context of leadership, the position is mostly held by men. In fact, women actually have the same ability as men in terms of leading. Women also bring a distinctive and different leadership style compared to men. However, sometimes women show a less assertive attitude and tend to be slow in the decision-making process.²

A leader, in accordance with their role, has key functions that require thorough understanding, especially in relation to the tasks undertaken and efforts to effectively address challenges. In addition, the integrity and cohesion of a group or community represent an important function that is often underestimated. The leadership style that embodies the leader's pattern of behavior during the decision-making process is considered one of the factors that influence the performance of team members.³

Women's leadership within the scope of the study program has a dual significance, namely as a source of inspiration and a driver of motivation for female colleagues to develop career trajectories in the academic realm as well as in institutional leadership. This phenomenon has fundamental potential to improve equitable accessibility to higher education opportunities and professional advancement for women.⁴

Women's leadership, within the framework of gender analysis and leadership studies, is defined as the representation of women in an authoritative capacity. This phenomenon encompasses the specific competencies that women possess in performing leadership functions, including organization, coordination, and the ability to influence others in a variety of areas, ranging from formal institutions such as organizations and government to the social and domestic spheres. The empirical and theoretical significance of women's leadership lies in the imperative to realize an egalitarian and inclusive social order. In this context, women's participation in leadership positions is seen as a crucial variable in achieving gender equality, empowering women's unique contributions, and encouraging progressive social transformation. In leadership discourse, the integration of women's perspectives and experiences is essential not as a substitute for the role of men, but as a complementarity that enriches the leadership landscape

² Inge Dwi Hafsari And Harmona Daulany, "Kepemimpinan Mahasiswi Di Organisasi Di Lingkungan Kampus Universitas Sumatera Utara," *Jurnal Sosiologi Nusantara* 9, No. 1 (2023): 79-90, <https://doi.org/10.33369/jsn.9.1.79-90>

³ Husen Waedoloh, Hieronymus Purwanta, And Suryo Ediyono, "Gaya Kepemimpinan Dan Karakteristik Pemimpin Yang Efektif," *Social, Humanities, And Educational Studies (Shes): Conference Series* 5, No. 1 (2022): 144, <https://doi.org/10.20961/shes.v5i1.57783>

⁴ Mahkamah Brantasari Et Al., "Pemberdayaan Kepemimpinan Perempuan Dalam Program Studi: Studi Kasus Universitas Swasta Di Samarinda," *Academy Of Education Journal* 15, No. 2 (2024): 1156-67, <https://doi.org/10.47200/aoej.v15i2.2376>

holistically. This fundamental premise affirms the equality of rights, authority, and opportunities between genders in the realm of leadership, inherently attesting to the unique capacities and contributions of women.⁵

Discussions about the role of women in society have always attracted the attention of many parties, especially in the context of leadership. Women have an existence that can form an identity for themselves, which is not only owned by men. However, reality shows that achieving this existence is not an easy thing for women. As stated by Simone de Beauvoir cited by Arriyanti, When women are no longer considered as objects, but rather as subjects, especially in their own self-perception, they achieve a deep sense of being. The issue of gender injustice faced by women is a topic that is often discussed. For example, in the context of subordination, women often experience a lack of self-confidence.⁶

In the development of a country, the involvement of various elements of society is very important, including the participation of women. Indonesia, as a democratic country, recognizes women's participation in the entire spectrum of life, both domestic and public, as an essential foundation in policy-making. Therefore, women's active involvement in policy formulation, planning, and implementation is imperative to accommodate gender aspirations and interests.⁷

Academically, the legitimacy of women's leadership has a solid normative foundation, including theological, philosophical, and juridical perspectives. Furthermore, the international legal framework manifested in the UN Declaration of Human Rights, which was also ratified by Indonesia, explicitly guarantees women's rights in political participation, both as voters and as candidates for leadership.⁸ Academically, societal perceptions often underestimate the leadership capabilities of women in organizations, associating them with questionable qualities. However, a more valid perspective in evaluating leadership effectiveness lies in the transformative

⁵ Sari Rahmatunnur, Aramina Aramina, and Mufidah Ch, "Pandangan Fatima Mernissi Tentang Kepemimpinan Perempuan Di Wilayah Publik Perspektif Teori Feminisme Eksistensialis," *Egalita Jurnal Kesenjangan Dan Keadilan Gender* 18, no. 1 (2023): 51–63, <https://doi.org/10.18860/egalita.v18i1.21758>

⁶ Kavita Destianti And Stevany Afrizal, "Eksistensi Kepemimpinan Perempuan Di Organisasi Kampus," *Edu Sociata (Jurnal Pendidikan Sosiologi)* 7, No. 1 (2024): 98–106, <https://doi.org/10.33627/es.v7i1.1946>

⁷ Tiffany Setyo Pratiwi and Vetra Raisha, "Perempuan Dalam Kepemimpinan Dan Politik Untuk Mencapai Sustainable Development Goals (Sdg's) Tahun 2030 Ditinjau Melalui Gender-Responsive Policymaking," *Nusantara: Jurnal Ilmu Pengetahuan Sosial* 11, no. 4 (2024): 1502–10, <http://dx.doi.org/10.31604/jips.v11i4.2024.1502-1510>

⁸ Eggi Alvado Da Meisa and Prawinda Putri Anzari, "Perspektif Feminisme Dalam Kepemimpinan Perempuan Di Indonesia," *Jurnal Integrasi Dan Harmoni Inovatif Ilmu-Ilmu Sosial (JIHIS)* 1, no. 6 (2021): 711–19, <https://doi.org/10.17977/um063v1i6p711-719>

impact a leader has on the members of the organization, transcending gender identity determinations.⁹

According to Byke and Lowe Vincentsen quoted in the journal Zaidan Abdurrahman Qois that "*Leadership is the ability to inspire yourself and other individuals through ideas and behavioral examples in enabling a person and a nation to improve and advance*".¹⁰

According to Heifetz, Leadership is a simultaneous activity that encourages people to adapt to challenging realities and problems. Along the way, leaders of various issues face two typologies: technical and adaptive issues. The role of the organization is very important in an organization. This is because it is a guide to determine the direction in which an organization moves. Explanation of the Adaptation Guidelines aligned with practices in agile organizations provides a bright spot for how organizations can survive and even thrive in the future.¹¹

Views of gender often lead to subordination, in ways that reflect beliefs that assert the superiority or greater significance of one sex over another. This can occur both in contexts where men are perceived as superior to women, and vice versa. The basis of this view lies in the premise that women are perceived as irrational, emotional, stubborn, and incapable of leadership roles. As a result, attitudes that marginalize women arise, which generally involve prejudicial labeling that eventually becomes stereotypes in society. Women also experience significant positional restrictions, so they do not have the vision to become individuals who work outside the home, especially after they get married.¹² Previous leadership theories tend to focus on men as research subjects. In a social order dominated by a patriarchal culture, the construction of gender hierarchy inherently places men in a position of superiority over women. The prevailing gender role differentiation in society is often a crucial variable that influences disparities in the acquisition of individual access and opportunities. This condition has implications for the distribution of development benefits that are not proportional and equitable

⁹ Naufal Arzak Al Furqon Et Al., "Kualitas Pemimpin Perempuan Dalam Organisasi Mahasiswa Fakultas Psikologi Universitas Negeri Malang Ditinjau Dari Gaya Kepemimpinan Transformasional," *Flourishing Journal* 4, No. 5 (2024): 191-200, <https://doi.org/10.17977/um070v4i52024p191-200>

¹⁰ Zaidan Abdurrahman Qois and Rahmi Rahmi, "The Role of Contemporary Leadership At the Library and Information Science Student Association in the Faculty of Humanities, Universitas Indonesia," *Journal of Leadership in Organizations* 3, no. 1 (2021): 1-15, <https://doi.org/10.22146/jlo.64201>

¹¹ Januari Ayu Fridayani, "Kepemimpinan Adaptif Dalam Agilitas Organisasi Di Era Adaptasi Kebiasaan Baru," *Modus* 33, no. 2 (2021): 138-49, <https://doi.org/10.24002/modus.v33i2.4654>

¹² Ashabul Khairi et al., "Menghilangkan Stereotipe Gender Kepemimpinan Perempuan Di Fakultas Kegiatan Dan Pendidikan," *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan* 16, no. 6 (2023): 2451, <https://doi.org/10.35931/aq.v16i6.1689>

among gender groups.¹³ Therefore, this research was conducted on how the existence of women's leadership in the HIMMA organization majoring in Islamic Education Management Postgraduate UIN Sunan Kalijaga Yogyakarta.

Method

In terms of research methodology, this study adopted a qualitative approach with a descriptive design. The descriptive method in this research framework serves as an instrument to explore, represent, elaborate, and present data manifested in textual or verbal narratives from participants as well as behavioral observations relevant to the research focus.¹⁴ Research on personal experience in participating in carrying out campus organizational activities. The research location is on the postgraduate campus of UIN Sunan Kalijaga Yogyakarta, especially in the HIMMA organization majoring in Islamic Education Management. This research focuses on how the existence of women's leadership in campus organizations.

Data collection techniques in this study used observation, interviews, and documentation studies.¹⁵ The observation method is used to understand the daily dynamics related to the existence of women's leadership in the HIMMA organization. Direct interviews were conducted with the head of the POK field (Organizational Development and Cooperation) as a direct source of data related to how the leadership style was implemented, and members in the POK field to obtain data related to the existence of female leadership in the HIMMA Islamic Education Management organization. In-depth analysis of internal campus organization documentation, such as activity reports, was applied as a validation method to confirm the existence of women's leadership representation. The data analysis framework used is triangulation, integrating descriptive approaches through observation, qualitative methods through interviews, and document verification. This methodological combination aims to present a comprehensive and accurate understanding of the phenomenon of women's leadership in the context of the Student Association (HIMMA) organization at the State Islamic University (UIN) Sunan Kalijaga Yogyakarta.

This research seeks to explain factual information, existing conditions, specific phenomena, relevant variables, and prevailing circumstances as they occurred naturally during the investigation, presenting them objectively. Subsequently, the collected data underwent a condensation process to extract

¹³ M. Rizki Aula, "Isu Gender Mengenai Keterwakilan Perempuan Dalam Kehidupan Politik Di Indonesia," *Jurnal Politikom Indonesiana* 8, no. 2 (2023): 186–201, <https://doi.org/10.35706/jpi.v8i2.9859>

¹⁴ D Jean Clandinin and Vera Caine, "Narrative Inquiry," in *Reviewing Qualitative Research in the Social Sciences* (Routledge, 2013), 166–79.

¹⁵ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, R&D* (Bandung: Alfabeta, 2014).

core insights relating to the research questions, followed by rigorous verification to ensure its validity and reliability.¹⁶

Result and discussion

Academically, internal student organizations at the faculty level, in this case, HIMMA at FTIK UIN Sunan Kalijaga Yogyakarta, show the dynamics of gender representation in its leadership structure. Observations show that divisional leadership positions tend to be dominated by male students. However, leadership participation by female students was identified within the scope of the Master of Islamic Education Management study program in the same organization, indicating variation in the distribution of leadership roles based on the context of the study program.

Women's leadership rarely receives the attention it deserves from various stakeholders. However, upon closer inspection, it becomes clear that women's leadership has a significant impact that requires thorough analysis. Various factors that influence the existence of women also play a role in their existence as leaders. KH Husein Muhammad emphasized that women have the ability to lead equally with men. In addition, women should not only be perceived as emotional figures but have also shown the ability to think rationally and ideally.¹⁷

Gender refers to the nature of men and women who are affected by cultural, symbolic, independent structures, and stereotypes. Women often get unfair behavior in people's lives, and women do not have the opportunity to participate in various social activities. This contrasts with the possibilities given to men to play a role in various community activities. Although women also make great contributions to creating ideas for creating art and other works. Lack of opportunities caused by women, and gender-specific inequities in society, increase the assumption that women do not have to be involved in social life.¹⁸

In many aspects of life, including social, economic, legal religious, and cultural, the role of men is still considered important and central. Men, who are often seen as having superior power, are considered capable of carrying out various roles and responsibilities. In contrast, the position of women is still often underestimated and marginalized under the dominance of men. Awareness of these conditions, as well as the challenges faced by women,

¹⁶ Sugiyono Sugiyono And Puji Lestari, "Metode Penelitian Komunikasi (Kuantitatif, Kualitatif, Dan Cara Mudah Menulis Artikel Pada Jurnal Internasional)" (Alfabeta Bandung, Cv, 2021).

¹⁷ Nurhayati Putri And Fatmariza Fatmariza, "Perempuan Dan Kepemimpinan Di Organisasi Mahasiswa Universitas Negeri Padang," *Journal Of Civic Education* 3, No. 3 (2020): 267-76, <https://doi.org/10.24036/jce.v3i3.378>

¹⁸ Ani Kurniawati and Evi Muafiah, "Kesetaraan Dan Keadilan Gender Dalam Lingkungan Pesantren," *Excelencia: Journal of Islamic Education & Management* 3, no. 01 (2023): 25-36, <https://doi.org/10.21154/excelencia.v3i01.1478>

encourages women activists to fight for comprehensive changes in various aspects of life, which aim to improve the status and dignity of women. The sense of concern that arose from this condition later gave birth to the feminist movement.¹⁹

From the results of the interviews obtained women are not always seen as inferior in matters of leading. Women leaders are also reliable and competent in leading an organization. The head of the POK field at HIMMA Postgraduate UIN Sunan Kalijaga Yogyakarta said that, as a chairman or leader, women also have competence in leading and are reliable, besides that women's leadership can also have a positive impact on progress in the organization. Women leaders cannot be underestimated and incompetent in leadership. Women and men also choose the same rights in achieving their goals.

In the Journal Aparna Kulkarni mentions "*In most organizations, women are underrepresented in top positions. Many aspects of Women's Leadership are studied in the literature for underrepresentation of women leaders. This study aims to analyze and consolidate the insights about those aspects of Women's Leadership, which gives them a stable and secure position in the organization, beyond the unseen walls of gender discrimination. These aspects are barriers, enablers, strengths, and weaknesses of Women's Leadership*".²⁰

Historically, male leadership has been more dominant than female leadership. But today, women cannot always be considered as side workers. They can make their own decisions. Women are part of a greater unity in the community than men. The creation of men and women by Allah, the almighty God, is destiny, having equal positions, equal conclusions, equal rights, and equal obligations.²¹ The roles between men and women in the context of gender can be divided into three categories, namely productive, reproductive, and social roles. The focus on social roles includes various activities that need to be carried out and organized by women and men in community life.²²

¹⁹ Andika Tegar Pahlevi, Eni Zulaiha, And Yeni Huriani, "Mazhab Feminisme Dan Pengaruhnya Di Indonesia," *Jurnal Agama Dan Sosial Humaniora* 1, No. 2 (2020): 103-12, <https://journal.uinsgd.ac.id/index.php/definisi/index©pahlevietal.http://dx.doi.org/10.1557/djash.v1i2.19597>

²⁰ Aparna Kulkarni And Mahima Mishra, "Aspects Of Women's Leadership In The Organisation: Systematic Literature Review," *South Asian Journal Of Human Resources Management* 9, No. 1 (2022): 9-32, <https://doi.org/10.1177/23220937211056139>

²¹ Rizki Aprilia et al., "Kepemimpinan Dalam Perspektif Gender Serta Perannya Dalam Pengembangan Bisnis," *Ilmu Manajemen Dan Akutansi* 11, no. 3 (2023): 119-26, <https://doi.org/http://dx.doi.org/10.33366/ref.v10i2.5410>

²² Tia Astuti And Stevany Afrizal, "Realitas Peran Dan Hak Perempuan Dalam Lingkup Organisasi Hmj Di Fkip Untirta (Perspektif Sosiologi Gender)," *Sosial Khatulistiwa: Jurnal Pendidikan Ips* 2, No. 2 (2022): 39, <https://doi.org/10.26418/skjp.v2i2.54784>

From the results of interviews with members in the POK field of the HIMMA organization, women seem to be underestimated, especially regarding being a leader. But we can prove that women and men can do the same activities, it's just that physical matters are different, maybe in physical strength they are more reliable, but in terms of leading women are also capable and can also be relied on in running and providing results for the progress of the organization.

As for women's equality according to Ronit Kark and Claudia Buengeler that *"Feminist thinking has contributed to changing views of women in society and leadership positions. Yet women are still underrepresented in leadership, especially in key roles and at higher organizational ranks. In this commentary, we examine the past, present, and future of leadership theories through a gendered lens, by considering them against the backdrop of feminist theory evolution".*²³

Academically, the evaluation of individual performance capacity cannot be reduced solely to the gender dichotomy. The essence of successful performance transcends gender boundaries, inherent in the variability of personal commitment, internalized work ethic, and motivational drive that is unique to each subject. Furthermore, women's leadership shows significant potential in building social cohesion at the community level, supported by strong integrity and sensitivity to social issues. Thus, these characteristics have the potential to be complementary elements that strengthen the effectiveness of women in carrying out leadership functions.²⁴

Academically, the text articulates gender equality as a fundamental condition within the framework of human rights, which implies parity of rights and opportunities between individuals regardless of gender. The concept of gender itself is defined as a sociocultural construction that shapes roles, attributes, and behaviors that are internalized in society, and divided into productive, reproductive, and social dimensions. However, empirical reality often shows the subordination of women, who are reduced to passive and complementary entities, and limited to the domestic sphere, so that their contributions outside the private sphere are marginalized.²⁵

According to Salsabila Astari Putri et al. mentioned *"Leaders have an essential position in the organization. In an organization, it is necessary to have a leader to be able to direct and influence each member of the organization. The leader is someone who has responsibility for the sustainability of the organization. They must*

²³ Ronit Kark And Claudia Buengeler, "Wo~Men And Leadership: Re-Thinking The State Of Research On Gender And Leadership Through Waves Of Feminist Thinking," *Journal Of Leadership And Organizational Studies* 31, No. 3 (2024): 245-66, <https://doi.org/10.1177/15480518241257105>

²⁴ Lola Malihah Et Al., "Kepemimpinan Perempuan Dan Kesetaraan Gender: Sebuah Tinjauan," *Jurnal Ilmiah Universitas Batanghari Jambi* 24, No. 2 (2024): 1094, <https://doi.org/10.33087/jiubj.v24i2.4904>

²⁵ Syayidah Fitria Lulu' Aniqurrohman, "Kesetaraan Gender Dan Nilai Nilai Yang Terkandung Di Dalamnya Menurut Hak Asasi Manusia," *Jurnal Dunia Ilmu Hukum (Jurdikum)* 1, No. 2 (2023): 50-56, <https://doi.org/10.59435/jurdikum.v1i2.170>

guide and manage their members to achieve the goals of the organization. In carrying out his leadership duties, a leader has different lead patterns and styles".²⁶

According to the head of POK, women have the right to lead. In terms of rights, women and men have the same opportunity, not differentiated by gender. However, it is different from the Islamic view. However at the time of the Prophet like Siti Khadijah who became a leader. Culturally, women are still considered less capable of leading, it is sometimes said that women should take care of the house and so on. So that a woman is allowed to become a leader is valid and okay, because a leader is not distinguished by gender. Rather, it is seen from the capacity, and competence that he has. It could be that the ability she has is better than a man.

Student organizations are not just gathering places, but crucial entities in the campus ecosystem that facilitate students' active participation in various activities. Its existence provides a strategic platform for optimizing leadership competencies, developing team collaboration capacity, and internalizing the values of unity among students.²⁷ In the crucial discourse of gender equality and the dynamics of social change, the inherent problem and potential for women's representation in leadership hierarchies hold fundamental significance. The context of contemporary society, which increasingly recognizes the imperative of gender balance in various spectrums, demands a comprehensive elaboration of women's leadership functions and their implications for organizational structures, the economic landscape, and the macro social order. The evolution of women's intellectual perspectives has been marked by significant progress over the years in the contemporary era. This progress is evidenced by the increasing participation of women in politics and organizations, which contributes to increased representation in various community activities.²⁸

With this, it does not mean that it is a benchmark that women replace men's positions. Because, in achieving the desired organizational goals, one or two more people are also needed to carry out the vision and mission, not only the leader. In addition, in carrying out the vision and mission of the organization, there is also a need for cooperation. That is by running the program together to be able to achieve what is desired.

²⁶ Salsabiila Astari Putri, Alif Mirzania, And Dody Hartanto, "The Importance Of A Transformational Leadership Model In Managing Organizational Culture," *Journal Of Leadership In Organizations* 2, No. 1 (2020): 49–56, <https://jurnal.ugm.ac.id/leadership>

²⁷ Andy Riski Pratama et al., "Dinamika Organisasi Mahasiswa: Pengembangan, Komitmen, Dan Transformasi Di Zaman Modern," *Jurnal Manajemen Dan Budaya* 4, no. 2 (2024): 28–38, <https://doi.org/10.51700/manajemen.v4i2.627>

²⁸ Dinny Rahmayanty, Muhammad Naufal Rabbani, and Fauzan Asrofi, "Tantangan Dan Peluang Perempuan Sebagai Pemimpin Dalam Berbagai Industri," *Jurnal Pendidikan Dan Konseling (JPDK)* 5, no. 6 (2023): 1–5, <https://doi.org/10.31004/jpdk.v5i6.20181>

In an academic framework, the principle of gender equality is essential to realize conditions in which individuals, regardless of their gender identity, have equal access to opportunities and the fulfillment of their fundamental rights as human beings. This is crucial so that every individual can participate actively and significantly in various domains of life, including political, legal, economic, socio-cultural, educational, and national defense and security dimensions. Furthermore, gender equality implies equality in the enjoyment of development outcomes, which inherently requires the elimination of discrimination and structural injustices that may be experienced by both men and women.²⁹

The results of observations made by researchers that, the leadership style used by the head of the POK field of the HIMMA organization is a democratic leadership style. Where the head of the POK field tries his best to be able to provide opportunities for his members to express their opinions. That's what makes his leadership style helps bridge his members to be more competent in an organization.

The effectiveness of organizational leadership is strongly influenced by the leader's behavioral modality in mobilizing and directing members toward the realization of collective goals. However, the characteristics of leadership styles tend to be situational and dynamic, making it difficult to permanently categorize a leader into a single, fixed typology of leadership styles.³⁰

According to Arthur Bwalya mentioned, *"The Leadership style a leader chooses to use plays a crucial role in determining the effectiveness and outcomes of their leadership."*³¹ Selain itu, Yasmin Mirzani *"Every leader has his/her own way and style to lead the group of people in the organization. The leadership styles which mostly used in the organization include autocratic, bureaucratic, leadership, and laissez-faire. In the past several decades, experts of management have undergone an insurrection in how they define leadership and their attitudes and behavior. They've transitioned from a traditional autocratic approach to a more creative, participatory one."*³²

Leadership style according to Efendi is the ability to increase the constructive impact on others or work together in achieving planned goals. Therefore, leadership means member-related efforts by effectively and efficiently eradicating all management processes to achieve desired goals and

²⁹ Budi Hermawan Bangun, "Hak Perempuan Dan Kesenjangan Gender Dalam Perspektif Filsafat Hukum," *Pandecta Research Law Journal* 15, No. 1 (2020): 74-82, <https://doi.org/10.15294/pandecta.v15i1.23895>

³⁰ Sri Utari and Moh. Mustofa Hadi, "Gaya Kepemimpinan Demokratis Perpustakaan Kota Yogyakarta (Studi Kasus)," *Jurnal Pustaka Ilmiah* 6, no. 1 (2020): 994, <https://doi.org/10.20961/jpi.v6i1.41095>.

³¹ Arthur Bwalya, "Leadership Styles," *Global Scientific Journals* 11, no. 8 (2023): 181-94, <https://doi.org/10.1108/01437730510575570>

³² Yasmin Mirzani, "A Study on Leadership Styles and Its Impact on Organizational Success," *EPRA International Journal of Economics, Business and Management Studies* 10, no. 1 (2023): 1-19, <https://doi.org/10.36713/epra12138>

produce quality work. The next style is known as a driver who wants to take on challenges immediately. Efforts to solve problems, experience relationships, respect them, and believe that the team can achieve their goals and objectives by working together. Leadership style helps team members to perform better in achieving goals.³³

The achievements obtained cannot be separated from the leadership style applied. Each individual has a unique leadership style and has various influences. The process of providing and receiving information carried out by managers, members, and members will affect the achievement of organizational goals. Male or female leaders have different influences on the organization. There is something special that emerges when an organization is led by a woman.³⁴

Based on this description, as for the findings obtained by researchers, one of the challenges as a female leader is when the delivery of opinions or views is considered trivial and the lack of confidence of the members in what is conveyed by the leader. So with this being a challenge as a female leader to be able to convince and provide results that women can also provide maximum results and are not taken for granted. In addition, it is difficult to harmonize the thoughts of various heads, straighten out different perspectives, and also the ego of each member, who wants to win all with their ideas and so on.

The form of self-existence in women's leadership reflects how women shape, show, and utilize their potential and identity in the context of leadership. It is a long journey that encompasses more than just the ability to lead, but also affirming women's presence as leaders in various aspects of life, whether in the professional, social, or political world. Some aspects that can illustrate women's self-existence in leadership include: Self-Empowerment and Confidence, Confronting Gender Barriers, Role Model Creation, Acceptance and Appreciation of Multidimensional Roles, Innovation and Decision-making, Collaboration and Equity-Based Leadership, Roles in Social and Political Change.³⁵

The cultural values inherently embedded in societal constructs around women seem to exert an influence on women's leadership in organizations. In this HIMMA organization, they are expected to facilitate social

³³ Antaiwan Bowo Pranogyo and Junaidi Hendro, "Gaya Kepemimpinan Dan Kinerja Karyawan: Tinjauan Literatur," *J-MIND (Jurnal Manajemen Indonesia)* 7, no. 2 (2023): 171, <https://doi.org/10.29103/j-mind.v7i2.10048>

³⁴ Ancilla Kyra and Septia Winduwati, "Gaya Kepemimpinan Perempuan Pemimpin Dalam Membangun Reputasi Perusahaan Mentari Group," *Koneksi* 8, no. 1 (2024): 245-53, <https://doi.org/10.24912/kn.v8i1.27672>

³⁵ Nurdiani Nurdiani And Nur Fitrah, "Eksistensi Kepemimpinan Perempuan Dalam Kontestasi Politik Dan Pemerintahan Di Kabupaten Polewali Mandar," *Journal Pegguruang: Conference Series* 5, No. 1 (2023): 239, <https://doi.org/10.35329/jp.v5i1.3555>

transformation by taking strategic positions in an organization. An early way in which women could assert their presence occurred during student conferences, or musma, where they could participate as candidates in elections for the position of chairperson. In addition, as leaders, they consistently engage all members, regardless of gender, and ensure equal opportunities in organizational activities. Finally, endeavor to serve as a role model for fellow members by inspiring them through their attitudes, actions, and decision-making.

This research is expected to be used as learning material and add insight into the existence of women's leadership in campus organizations. In addition, this research is expected to be used as a reference, study material, and source of learning related to how the existence of women's leadership in an organization, especially in campus organizations.

Conclusion

The existence of women's leadership in campus organizations is important to encourage gender equality, women's empowerment, and diversity of perspectives in decision-making. Despite challenges such as gender stereotypes and socio-cultural barriers, the role of women in campus leadership can inspire and set an example for the next generation. Therefore, campus organizations need to create an inclusive environment, provide training and equal opportunities, and provide support through mentorship and networking. With these steps, it is hoped that women's leadership on campus will grow and contribute to positive changes in society.

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