

## **Feminine Leadership Style in Disaster Management at BPBD Bojonegoro**

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### **ABSTRACT**

This study uses a feminine leadership approach to analyze women's leadership in disaster management at BPBD Bojonegoro. Men often dominate leadership in disaster management, but BPBD Bojonegoro is currently led by women, which raises questions about women's leadership in disaster management at BPBD Bojonegoro through a feminine leadership perspective. The elements of feminine leadership in this article include charismatic, team-oriented, and self-protective. The method used in the study is descriptive with a qualitative approach. Data were obtained based on field studies through interviews, observations, and documentation with interactive analysis. This study aims to determine women's leadership in the public sector, especially in the context of leadership in disaster management. The results of this study indicate that women's leadership not only increases women's participation in disaster management but also provides a holistic and inclusive perspective in disaster mitigation and response strategies, creating a collaborative and harmonious work environment by aligning common goals for the benefit of the community in crises. The novelty of this research lies in the analysis from a feminine leadership perspective regarding female leaders in disaster management at BPBD Bojonegoro, where most of the literature on disaster management focuses on technical and procedural aspects, without considering women's involvement in decision-making. The involvement of women in emergencies can help the pre-disaster process to post-disaster recovery through an inclusive approach carried out to the community. The conclusion of this study emphasizes the importance of empowering women in leadership positions to improve the quality of disaster management in Indonesia.

**Keywords:** Women's Leadership, Disaster Management, BPBD Bojonegoro

### **INTRODUCTION**

The urgency of leadership is needed in disaster management in the modern era, especially in countries with high levels of natural disaster risk, such as Indonesia. One of the areas prone to natural disasters is Bojonegoro Regency. Natural disasters can occur due to natural, non-natural, and human factors, causing negative impacts such as psychological impacts, property losses, environmental damage, and loss of life (Kasiami, 2020). Bojonegoro Regency is geographically crossed from the west to the east by the longest river in Java, Bengawan Solo, at risk of flooding (Puspita & Junadi, 2024). In this context, BPBD (Regional et al. Agency) plays a vital role in managing and responding to various disaster threats in the area.

The importance of the role of BPBD is not only in terms of structure and policy but also in the figure and vision-mission of leadership (Septiana, Suprastiyo, & Swasanti, 2021). Currently, the Kalaksa (Chief Executive) of BPBD. A woman leads Bojonegoro. This is an exciting study from the perspective of feminine leadership. It tends to prioritize democracy and collaboration that can strengthen cooperation in crises and is relevant in the context of disaster management; feminine leadership embraces all components of society.

The involvement of women in the domestic area, especially in departmental and non-departmental institutions, for decision-making, can have a positive impact on the institution (Hidaya & Asri, 2023). In BPBD Bojonegoro, the position of Kalaksa is a woman, Mrs. Laela Nor Aeny, tasked with leading and coordinating disaster management efforts in Bojonegoro Regency. In addition, the Secretary of BPBD position is held by a woman, Mrs. Ginuk Karniati. This is evidence that women can perform tasks well in strategic positions (Permatasari, 2020).

Approaches to leadership tend to be more sensitive to social and community welfare aspects, thus increasing the effectiveness of disaster emergency response (Faralita, 2023). Women's leadership is

often overlooked compared to men, especially in crisis management, which requires assertiveness and dominance. However, several studies have stated that women tend to have a more inclusive and collaborative leadership approach, thus having a positive impact on disaster management (Khotimah & Wulansari, 2024).

Studies on women's leadership in disaster management, especially in Indonesia, are still relatively rare. Most literature on disaster management focuses on technical and procedural aspects without considering women's involvement in decision-making. The novelty of this study lies in the analysis of the feminine leadership perspective on women leaders in disaster management at BPBD Bojonegoro. As evidence of novelty, this study compares the findings with existing literature, such as women's leadership style that is people-oriented (Rosintan, 2014), the importance of cooperation between men and women (Da Meisa & Anzari, 2021), women's assertive leadership in public institutions (Balkis, 2020), challenges and obstacles to women's leadership (Zhang & Basha, 2023), the effectiveness of women's leadership (Akoto, Boateng, Akoto, Amanamah, & Boateng Newman, 2024), and women's contribution to disaster management (Starkie & Bravo, 2024). However, no similar research explicitly examines women's leadership in the context of BPBD in Indonesia.

Referring to the problems and previous research investigations, the formulation of the research problem is the way women's leadership in Disaster Management at BPBD Bojonegoro through a feminine leadership perspective. Thus, this study aims to analyze and describe women's leadership in Disaster Management at BPBD Bojonegoro through a feminine leadership perspective.

The literature review underlies this study is the leader's approach to controlling, motivating, directing, and influencing members through a unique approach to complete work optimally (Azizah, Taufiq, & Suhindarno, 2023). Feminism is divided into several types of schools. One is liberal feminism, which supports gender equality and states that women should have equal access to leadership positions in the public and private sectors (Tong, 2009). In women's leadership, leaders tend to emphasize interpersonal interaction, motivation, communication between subordinates, task orientation, collaborative strategies in resolving conflicts, and the principles of democracy (Izzah & Hidayah, 2022). Disaster management is a dynamic, ongoing, and integrated process to improve the quality of steps related to disaster observation and analysis and disaster prevention, mitigation, preparedness, early warning, emergency response, rehabilitation, and reconstruction Law of the Republic of Indonesia Number 24 of 2007 concerning Disaster Management.

This study uses the theory of feminine leadership as an analytical framework. Liberal feminism emphasizes the importance of equal opportunities for women to obtain leadership positions (Tong, 2009). Female leadership has three dimensions: charismatic, team-oriented, and self-protective (Fusun & Altintas, 2008). In disaster management, women's leadership can offer a more inclusive perspective on disaster management that is relevant to crises.

Women's leadership also has challenges in its implementation, namely the "glass ceiling." This challenge is an invisible barrier that prevents women from rising to the highest executive level in an organization even though they are qualified (Babic & Hansez, 2021). The cause of this phenomenon is gender bias, due to the qualities usually expected of a leader, such as being assertive, independent, and dominant, often associated with men. Women who show these qualities tend to be judged negatively because they contradict traditional stereotypes about how women "should" act (Putri, et al., 2024).

Female leaders tend to encourage more team members' involvement in decision-making processes and autonomy and facilitate learning and self-development (Brantasari, et, al., 2024). This study contributes to a deeper understanding of women's leadership in disaster management, especially in Bojonegoro Regency. The vital role of women in disaster management in Bojonegoro Regency can be more inclusive, efficient, and responsive to community needs. In the future, more women will be involved in leadership in this sector, bringing new perspectives and strengthening disaster management capacity in Indonesia.

## METHOD

This study uses a qualitative approach to describe and understand the facts of the phenomenon being studied so that the data is objective. Data collection implements purposive sampling techniques, the most knowledgeable part related to the problem to be studied (Sugiyono, 2021).

The informants in this study were five, namely 1) Head of BPBD Bojonegoro Regency as the primary leader in disaster management; 2) Secretary of BPBD Bojonegoro who is responsible for the administration and operational management of disasters; 3) BPBD Bojonegoro staff who are directly involved in the disaster response program; 4) participants of the Disaster Resilient Village Program to provide views on the role of women in strengthening community capacity when facing disasters; and 5) communities affected by disasters to obtain an overview of community perceptions of women's leadership. The data in this study were obtained from field studies through interviews, observations, and documentation and analyzed using interactive analysis, including data reduction, presentation, and conclusions (Sugiyono, 2020).

In this study, the determination of informants involved a purposive sampling approach, namely a method of selecting informants according to specific criteria relevant to the research objectives. Informants are chosen because they are considered to have rich and in-depth information about the topic being researched and provide valuable insights in answering research questions (Sugiyono, 2021).

From the explanation above, it can be concluded that this research aims to analyze and describe phenomena or events in accordance with the facts found in the field in order to find out how women's leadership is in disaster management at BPBD Bojonegoro through a feminine leadership perspective.

## **RESULT AND DISCUSSION**

The results are that women in leadership positions at BPBD Bojonegoro provide critical new perspectives in responding to disasters. Through an inclusive approach, women's leadership can increase disaster management's effectiveness and women's involvement in this sector. Female leaders emphasize personal solid influence and a clear vision when making decisions. Charismatic leadership motivates and moves followers and fosters attachment to common goals. The leadership of the Bojonegoro BPBD Kalaksa has a strategic vision that inspires members to work optimally when dealing with emergencies.

### **Charismatic**

The Head of BPBD Bojonegoro is a visionary leader, with detailed plans and goals for his leadership. His strategic vision, particularly through the Disaster Resilient Village (Desa Tangguh Bencana/DESTANA). program, aims to create a community that is well-prepared for disasters in their area. By 2024, he plans to establish 56 Disaster Resilient Villages in Bojonegoro Regency, inspiring a proactive approach to disaster management. The Head of BPBD Bojonegoro is an inspiring leader. His direct involvement in disaster mitigation and management has inspired his members to optimize their performance in disaster management.

Based on the research results, female leaders can influence and inspire others with a unique vision and approach. Charismatic attitudes create a positive atmosphere that motivates the team to work together to deal with disasters. Based on the research results, it is known that the Head of BPBD Bojonegoro is a visionary person. This can be seen from the vision of implementing his duties to deal with disasters in a responsive and structured manner and forming 56 Disaster Resilient Villages in Bojonegoro Regency in 2024. The leader also wants to prioritize disaster mitigation to provide an understanding to the community regarding appropriate disaster management in each region. Female leaders can design long-term strategies in disaster management. This approach helps BPBD Bojonegoro create a more responsive and adaptive emergency system that focuses on diverse community needs. Based on the research results, it is known that a leader is an inspiration. The Head of BPBD Bojonegoro inspires its members through its direct disaster mitigation and handling involvement. This is an example of all members being more optimal in carrying out the tasks that have been given. The self-confidence possessed by the head of the BPBD as a leader can motivate its members to be able to carry themselves according to conditions in the field. An inclusive and collaborative approach can encourage active participation from team members and the community in decision-making.

### **Team Oriented**

Female leadership prioritizes building strong relationships between leaders, members, and the community. They are more democratic and collaborative in their decision-making and implementation activities. In BPBD Bojonegoro, this is reflected in the effective communication strategy between

leaders, all members, and the community so that the disaster response runs smoothly and on target. Leaders are loyal, collaborative, and group-oriented individuals. The Head of BPBD Bojonegoro constantly collaborates and cooperates with all members, both male and female, in carrying out operational activities and decision-making; they are given equal rights to voice their aspirations. In implementing activities related to disaster management, leaders create appropriate collaboration by involving women in disaster socialization, which will create a more sensitive approach to community needs. A leader is an individual who is skilled at communicating and coordinating within an entity. The Head of BPBD Bojonegoro is communicative and coordinates members to achieve goals.

Research shows that women's leadership in BPBD Bojonegoro is team-oriented, focusing more on collaboration and teamwork. These leadership characteristics include cooperation, communication, and mutual support.



**Figure 1: Leadership Patterns**

Data Source: Processed by researchers 2024

Female leaders strive to build strong relationships with team members, creating a positive and supportive work atmosphere. Encourage the active participation of every team member in decision-making, ensuring all voices are heard and valued. Female leaders often have open communication to explain goals and tasks and listen to feedback from team. Organizing meetings and discussions to find solutions to problems, strengthening cooperation between team members. Encourage team members to share experiences and lessons from previous situations so they can grow and improve their performance in the future. The collaboration and cooperation implemented can achieve the goals optimally.

Based on the research results, it is known that a Leader is a collaborative person in implementing activities and decision-making. Collaboration and cooperation with all members should be implemented by giving tasks according to their duties. The Head of BPBD Bojonegoro also collaborates in implementing disaster mitigation by involving women and increasing sensitivity to community needs. At BPBD Bojonegoro, the Head of BPBD encourages creating an inclusive work environment where all team members, including women, feel heard and appreciated where this is in line with research (Starkie & Bravo, 2024). It is essential to create a positive and productive work atmosphere to increase effectiveness in disaster management. Providing space for women to convey ideas and opinions, BPBD Bojonegoro can integrate various perspectives needed in disaster management.

Based on the research results, besides contributing to office administration, women directly participate in field activities such as disaster mitigation socialization, helping disaster victims with psychological assistance, and the DESTANA program in each Village. The involvement of women in operational activities and emergency response at BPBD Bojonegoro is the key to increasing the effectiveness of disaster response. This study found that women are involved not only in the decision-making aspect but also in the implementation of operational activities that have a direct impact on the community, so the importance of women's participation in disaster management, the results of this study indicate that women have unique abilities to contribute to emergency response (Starkie & Bravo, 2024). In disaster situations, women often have good communication skills and the ability to build community social networks, essential in community mobilization and information gathering.

Women of BPBD Bojonegoro are actively involved in operational activities, such as rescue, aid distribution, and post-disaster recovery. This involvement contributes directly to disaster management and helps overcome the stigma that often prevents women from participating in critical situations. Women in BPBD also help design emergency response strategies more responsive to community needs. Their experience, especially in addressing challenges at the community level, provides valuable insights into designing programs that are tailored to specific needs, including for vulnerable groups such as the elderly and children. State that the success of an emergency response depends on good teamwork. Female leaders at BPBD Bojonegoro demonstrated skills in building collaboration among team members, ensuring that every voice is heard and accommodated. This creates an inclusive environment and encourages active participation from all team members.

Based on the research results, it is known that the Head of BPBD Bojonegoro is a communicative person. In carrying out emergency response tasks, direct communication is carried out by the Head of BPBD to its members. The leader coordinates with all members in dividing tasks. Based on the results of interviews with employees at BPBD Bojonegoro, it was also stated that the Head of BPBD Bojonegoro is a harmonious person in communicating. Her humble demeanor can strengthen the relationship between leaders and members, thus creating a humanistic work environment. Female leadership at BPBD Bojonegoro shows the ability to unite team members and maintain focus on common goals. Based on the research results, women's leadership has a positive impact on disaster management. Feminine characteristics such as good communication, a motherly spirit, and high empathy can create a more comfortable and harmonious environment. Women's leadership brings a more inclusive, responsive, and practical approach.

Women leaders are more likely to pay attention to the community's needs, including those of vulnerable groups such as women, children, and the elderly. The importance of cooperation and mutual support between men and women in achieving success will create strategies more appropriate to the local context and community needs (Da Meisa & Anzari, 2021). Women's leadership also contributes to faster and more accurate decision-making. It promotes collaboration among various stakeholders, resulting in more comprehensive solutions in disaster management. This shows that women's leadership often creates a more harmonious and productive work environment (Da Meisa & Anzari, 2021). Female leaders can encourage team member engagement in decision-making. This study resulted in better and more responsive decisions. Women's leadership also focuses on creating resilience in disaster-affected communities. In addition, it pays attention to the long-term rehabilitation and recovery process and emphasizes the importance of a holistic approach to effective leadership (Da Meisa & Anzari, 2021).

### **Self-Protective**

Female leaders tend to focus more on relational dynamics and have lower levels of self-centeredness in organizations. Self-protectiveness is a strategy used by female leaders to protect themselves from external and internal threats, maintain legitimacy, and manage risk in environments often dominated by masculine cultures. Leaders are not easy to socialize with. However, the interviews have shown that leaders are people who are easy to work with and who can achieve goals together. A leader is a formal and procedural person. Leadership that emphasizes the management of an organization based on clear procedures, regulations, and structured decision-making.

Based on the research results, women's leadership in BPBD Bojonegoro shows a relevant approach to responding to disasters. Women leaders offer new perspectives and pay attention to the needs of affected communities in an inclusive and sensitive manner. The research results show that the leadership of the Head of BPBD Bojonegoro always prioritizes communication and coordination with all its members for joint achievements. Cooperation is believed to help achieve goals more easily. In this context, "self-centered" does not mean selfish but rather a female leader who focuses on the interests and welfare of her team. The voices of all team members are ensured to be heard and considered in decision-making, thereby increasing the involvement and motivation of team members.

According to the research results, the Head of BPBD Bojonegoro's leadership always prioritizes established regulations and procedures, such as disaster management, based on Law of the Republic of Indonesia Number 24 of 2007 concerning Disaster Management. Decision-making must also be structured to facilitate the implementation of established policies. Although women in leadership often have a more flexible and collaborative approach, women also understand the importance of following

applicable procedures and rules. This approach allows for firmness and discipline in carrying out tasks to ensure that the disaster management process runs by existing policies.

## CONCLUSION

Women's leadership in disaster management at BPBD Bojonegoro has significantly impacted the effectiveness of disaster response and mitigation. Through the feminine leadership approach to leadership implemented by the Head of BPBD Bojonegoro, women are included in decision-making and play an active role in operational activities and emergency response. The involvement of women brings a more holistic perspective, improves communication, and builds solidarity within the team. In addition, efforts to increase capacity and collaborate with various parties strengthen the organization's ability to face disaster challenges. Therefore, it is essential to continue to support and empower women in leadership positions so that disaster management is more inclusive and responsive to community needs.

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