

THE EFFECTIVENESS OF WOMEN'S LEADERSHIP IN THE DIGITAL ERA

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Abstract

This study aims to determine the effectiveness of women's leadership in the digital era where there is still controversy in society. The method used in this research is a systematic literature review based on theoretical studies from a search of journals, books and papers both on a national and international scale. The data collection technique was carried out by collecting several previous studies to answer problems related to the effectiveness of women's leadership in the digital era. Furthermore, previous research was compiled, analyzed, and concluded to obtain conclusions regarding the effectiveness of women's leadership in the digital era. This study shows that women are effective in becoming leaders because they have a responsible, caring attitude and are ready to face any challenges that exist, including in the digital era, without putting aside their domestic role.

Keywords: *Leadership effectiveness, Women's leadership, Digital era*

Abstrak

Penelitian ini dilatarbelakangi oleh berbagai kondisi di lapangan bahwa perempuan kurang efektif menjadi seorang pimpinan di era digital. Perempuan dinilai kurang mampu mengendalikan roda kepemimpinan dalam hal tanggung jawab, kepedulian dan kesiapan dalam menghadapi tantangan. Penelitian ini bertujuan untuk mengetahui efektivitas kepemimpinan perempuan di era digital yang mana masih ada kontroversi dimasyarakat. Novelty dari penelitian ini mampu meningkatkan keefektifan perempuan dalam memimpin sebuah organisasi di era digital ini. Metode yang digunakan dalam penelitian ini adalah studi literatur berdasarkan kajian teoritis dari penelusuran jurnal, buku dan makalah baik skala nasional maupun internasional. Teknik pengumpulan data dilakukan dengan mengumpulkan beberapa penelitian terdahulu untuk menjawab permasalahan terkait efektivitas kepemimpinan perempuan di era digital. Selanjutnya penelitian terdahulu dikompilasi, dianalisis dan disimpulkan sehingga didapatkan kesimpulan mengenai efektivitas kepemimpinan perempuan di era digital. Hasil penelitian ini adalah perempuan efektif menjadi pemimpin karena memiliki sikap bertanggungjawab, peduli dan siap menghadapi setiap tantangan-tantangan yang ada termasuk di era digital tanpa mengenyampingkan peran domestiknya.

Kata Kunci: Efektivitas kepemimpinan, Kepemimpinan perempuan, Era digital

Introduction

Leadership is an attitude that each individual must possess; whether or not one's

leadership is effective can be seen from the skills in influencing others because the leader has a role to motivate his subordinates. Today

in an organization, a leader is dominated by men, but in reality, women also can become leaders. Leadership cannot be separated from human resources alone; many people perceive a person's ability to lead by gender. It triggers gender discrimination, where this condition is very detrimental to women. At the same time, women are the most numerous human resources.

However, as time continues to grow from year to year, women's thinking is also developing towards leadership. It can be seen from the number of women who participate in the political arena and occupy high positions. It is what causes polemics in Islam. In the view of Islam, women are prohibited from becoming leaders because the Qur'an and Hadith explicitly state this prohibition. However, some scholars argue that the contents of the Koran and hadith must be interpreted contextually. It is not merely textual, which means that the contents of the Qur'an and Hadith must be understood based on the socio-political context that surrounds them. The socio-political context that developed during the revelation of the contents of the Qur'an and hadith is different from the current socio-political context because in modern times, it is now legal for a woman to be a leader and there is no reason to forbid women from becoming leaders.

It is emphasized in the Qur'an Surah Al-Baqarah verse 30 which explains that all humans on earth are the same, anyone can become a caliph or leader who creates benefit on earth; Rasulullah SAW also said "Know that each of you is a leader and must be responsible for what he leads". Likewise, the hadith narrated by Muslim 3408 says that every human being is a leader and must be responsible for his leadership. Islam does not put women in the kitchen all the time, but it is a good thing to do. In Islam, women are expected to be able to take care of their families, but there are no obstacles to

participate in developing themselves and empowering the community, of course without leaving their nature to take care of their families¹. Women are often looked down upon by society. In fact, in Islam, the position of women and men is the same as leaders, the leader in question is the leader of the country and Islam also upholds the dignity of women. Then RA. Kartini, who is a pioneer and fighter in raising the rights of women, fights for the rights of women to be able to do anything, including being a leader.

On the other hand, women's leadership is often hindered by the understanding, perceptions and constructions (social, religious, cultural, political and economic) in the community. Gender differences are not a reason to discriminate against women. Thus, it is unfair if a person's abilities and achievements are measured by gender². Eventhough female leaders are considered capable of motivating their subordinates to work harder, not because of orders but because of encouragement from their hearts³.

Developments in the digital era have positively impacted all aspects, including leadership. The digital era is a condition of life where all activities can be carried out efficiently and sophisticatedly through technology. In the face of readiness in the digital era, leaders worldwide are required to have digital-based leadership skills. Leadership in the digital era does not only master technical skills (hard skills) but is also able to master non-technical skills (soft skills) because the non-technical abilities possessed by a leader are considered to improve performance at work.

¹ Titin Fatimah, 'WANITA KARIR DALAM ISLAM Titin Fatimah', *Musawa*, 7.1 (2015), 29–51.

² Fatimah.

³ S Sulastri and others, 'The Effect of Female's Administrative Leadership on Employee Performance in Higher Education', *In 3rd International Conference on Research of Educational Administration and Management (ICREAM 2019)*. Atlantis Press, 2020, 232–35.

Quoted from beritasatu.com, Country Managing Director of Accenture Indonesia, Neneng Goenadi said that being a leader in the digital era is undoubtedly different from the previous era because leaders can carry out their duties without having to meet face to face⁴.

It is a challenge in leadership in the digital era, where everything is dominated by digital, so strong leadership is needed through a woman to face global problems because women are considered to have a role in advancing the Indonesian nation through leadership. The potential of women in the digital era is huge; women are no longer afraid of digital developments⁵.

However, people's views that discriminate against gender in leadership make them distrust women's leadership. Society considers women incapable of leading, especially when faced with a situation where everything is digital-based. There are public doubts about women's ability in the field of technology due to the mindset of people who still think that a woman is not so important to get a higher education. Society judges a woman that it will not be effective as a leader who must always be ready to face the changes that occur.

Methods

This research uses a literature study method based on theoretical studies from searching journals, books, and papers both on a national and international scale. The journals and books used are taken from accredited journal sites, in Indonesian and English, with no more than ten years of

publication. The flow of writing is carried out systematically, starting from data collection to be studied, conceptualization, data analysis, results and discussion then conclusions and suggestions.

Discussion

Women's Leadership in the Digital Era

Leadership is the key to the success of an organization. Leadership plays a role in achieving strategic organizational goals. The quality of leadership determines the success or failure of an organization. It has the consequence that every leader must pay attention, foster, mobilize, direct members or subordinates seriously so that organizational goals can be achieved as expected.

According to Nadaek, leadership is an ability where a person has to influence other people in a group to agree and understand something that must be done according to the goals that have been set.⁶ In a leadership, influence becomes the main point. This is because leadership is the ability to influence a person's behavior and actions, so that they agree to work together in certain situations. This is so that everything that has been set can be achieved properly.⁷ It can be concluded that women's leadership in the digital era is an ability that one has to influence others to cooperate to achieve common goals following the challenges of today's digital world.

Usually, leadership is associated with men, but times continue to develop so that it also requires women to be leaders in an organization. Discussing women's leadership is inseparable from gender equality or commonly referred to as gender. Gender is an identity that distinguishes between women

⁴ Kharina Triananda, 'CEO Perempuan Akan Makin Banyak' <<https://www.beritasatu.com/gaya-hidup/254857/2030-ceo-perempuan-akan-makin-banyak>>.

⁵ Hanni Sofia, 'Perempuan Dinilai Pegang Peran Besar Dalam Transformasi Era Digital' <<https://m.antaranews.com/berita/2116882/perempuan-dinilai-pegang-peran-besar-dalam-transformasi-era-digital>>.

⁶ Bernadetha Nadaek, *Kepemimpinan Dan Perilaku Organisasi Pendidikan Di Era 4.0*, ed. by Yuyun Elizabeth Patras (Jakarta: UKI Press, 2018).

⁷ A Fitriani, 'Gaya Kepemimpinan Perempuan', *Jurnal Tapis*, 11.2 (2015), 1–24.

and men based on their biological characteristics. Gender is a concept that explains the socio-cultural differences between women and men and is innate as God's creation⁸. This difference can be seen from the psychological and emotional as social characteristics, such as women, are gentle, emotional, beautiful, and motherly. In contrast, men are described as rational, strong, and mighty. These differences give rise to discrimination against women. Women are considered to have an emotional attitude so they are not suitable to be leaders.

Syamsiyah explained that there are several views of society that become a habit towards a woman, such as⁹: 1). theological view, that women are the rib of men, so that the position of women is under men, 2). Sociological view, women are considered only to take care of the domestic (household), 3) psychological view, that women are wives and do not need higher education, 4). the cultural view, that women are considered as figures who do not need education and are only complementary, and 5). the economic view, that many women are uneducated because they are not financially capable.

These views have led to discrimination against women, even though in this independent era, women have the right to do anything, including being a leader. In fact, women can become leaders both at low levels and in high positions on the condition that they are able to be professional and competent in leading¹⁰.

According to Manurung, an effective leader is not seen from his strength, but from

his ability to achieve results by working hard and with high dedication. Therefore, a leader must inspire his subordinates to achieve his goals. According to Manurung, the following criteria must be met by women as leaders, which can be seen in the following figure:¹¹

Figure 1. Criteria for women's leadership in the digital era



Based on the picture above, it is known that women will be effective as leaders if they have: 1). The futuristic vision that is looking far ahead, 2). Enthusiasm in working, this can be seen from the level of enthusiasm and participation, 3). Having a high creativity, always look for the best alternatives in problem-solving, 4). Always flexible, this means that leaders must be ready for changes in their leadership, including changes in the digital era, 5). Full of inspiration, a leader will be an example for Their team. Therefore, their must have excellent and intelligent ethics so that can inspire their team, 6). Having innovative ideas, leaders must be able to create innovations in their leadership, 7). Being a motivator, a leader must be able to encourage their team to work more efficiently and productively, motivation can be given directly or indirectly because basically, a member of team need attention from their leaders, 8). Always expressive and imaginative, the leader must be able to express their opinion to the team and have an imaginative mindset that is able to describe a problem and its solution so that their team can understand it (9). Experiment, leaders dare to try new

⁸ Herien Puspitawati, 'Konsep, Teori, Dan Analisis Gender', *Bogor: Departemen Ilmu Keluarga Dan Konsu-Men Fakultas Ekologi Manusia Institut Pertanian*, 2013.

⁹ Dailatus Syamsiyah, 'Perempuan Dalam Tantangan Pendidikan Global', *Palastren*, 8.2 (2015), 225–42.

¹⁰ H Hamka, 'Kepemimpinan Perempuan Dalam Era Modern', *Jurnal Al-Qalam*, 19.1 (2016), 107–16.

¹¹ Manurung.

things for the sake of their organization's continuity (10). Being independent, meaning that a leader is a fair person and does not side with anyone, 11). Transferring knowledge, a good leader is a leader who is willing to share the knowledge that he has acquired on the basis that their team develop by obtaining the latest information.

Furthermore, based on the results of this study, female leadership, in general, is different from male leadership. It can be seen in the following table ¹²:

Table 1. Differences in leadership between Female and Male

Female	Male
Not aggressive	Very aggressive
Depend	Not depend
Emotional	Tidak emosional
Very subjective	Very objective
Easily influenced	Hard to be influenced
Passive	Active
It is not competitive	Very competitive
Hard to make a decision	Easy to make decisions
Not independent	independent
Easily offended	Not easily offended
Don't like speculation	Really like speculation
Less confident	Very confident
Need a sense of security	No need for security
Very concerned about appearance	Don't pay attention to your appearance

Based on the table above, it can be seen that there is a significant difference between female leadership and male leadership. In the current situation, women are needed as leaders because the real experience of women as a leader is as a mother to their children. A mother is indicated as a leader who can build a politics of peace. Women can be said to be effective as leaders because they tend to be more patient, have empathy, and multitask ¹³.

¹² Fitriani.

¹³ Fitriani.

Asmani's research result ¹⁴ emphasize that women can become leaders if they have the capability, integrity, and maintain a balance with their domestic roles. The domestic role is the prominent and foundational role for a woman, namely her role in the family because the family is the source of inner and outer happiness. If the family is harmonious, it can be ascertained that leadership activities can run successfully and smoothly. However, if there is a severe problem in the family, the role of leadership activities can be disrupted. It is due to the disruption of comfort and concentration so that women will not get true happiness. Therefore, women leaders need to balance their roles as leaders with their domestic roles.

Then Astuti argues that women have roles and responsibilities in leadership at any level. Everyone can be a leader in anything, even a war leader, regardless of gender ¹⁵. It confirms that there are no obstacles to leading even if a woman is seen from her gender status. It is also reinforced that women have extraordinary potential if they are made leaders. As stated by Devi Agustian, women have advantages when they become leaders, including ¹⁶:

a. Have Soft Skills

The Ministry of Manpower considers that soft skills are needed in forming job readiness in the current situation. Soft skills are emotional intelligence that refers to a person's ability to professionally handle his life or other people. As for what is included in the soft skills are: 1). Existence of professionalism (motivation, resilience

¹⁴ Asmani

¹⁵ RP Astuti, 'Optimalisasi Pemberdayaan Perempuan Dalam Kepemimpinan Efektif', *Jurnal Kajian Perempuan Dan Keislaman*, 12.2 (2019), 263–91.

¹⁶ Devi Agustian, 'Kelebihan Perempuan Kalau Jadi Pemimpin' <<https://www.grid.id/read/042532616/ini-kelebihan-perempuan-kalau-jadi-pemimpin-nomor-3-paling-penting?page=all>>.

and work ethic), 2). Ability to build networks or relationships, 3.) The collaborative, 4). Ability to communicate orally and in writing, 5). Think critically about anything.

- b. Have the ability to solve problems well
Every human being is different in terms of gender, ethnicity and identity; this is what creates diversity in an organization that can facilitate the search for new information to increase work creativity. It leads to more effective decision-making. When women become leaders, the organization will gain financial benefits, study of women's representation.

- c. Standards in forming trust
Based on a Pew Leadership Research Center survey, women are superior to men in terms of ethics and honesty. In a world that continues to develop, where all activities can be accessed easily through technology, trust is an essential attitude, so women as leaders are considered capable of leading and acting ethically.

Based on a press release conducted by the Ministry of Women and Children Empowerment of the Republic of Indonesia on January 30, 2021, women are the parties who know best what is needed, what problems occur, issues that occur and solutions to overcome them¹⁷. Therefore, it is essential to involve women in decision-making, namely as leaders.

Bintang Puspayoga, the Minister of Women's Empowerment and Child Protection (PPPA), said that women's leadership is essential for the welfare of the nation and even for the world. Therefore, this

¹⁷ kemenpppa, 'Kementerian Pemberdayaan Perempuan Dan Anak Republik Indonesia, "Kepemimpinan Perempuan Esensial Bagi Kesejahteraan Bangsa' <<https://www.kemenpppa.go.id/index.php/page/read/29/3035/>>.

must continue to be echoed and inflamed so that a new perception is embedded in the community that women can be leaders.

Furthermore, it is strengthened again by the opinion of Eagly & Johnson which says that women have a high sense of caring, are democratic so that this figure is competent to become a leader in an organization¹⁸.

Leadership in the Digital Age

Digitalization starts from the word digitalization, which means explaining the process of the audio, print, and video to be digital. In its implementation, digitalization requires time, cost, effort and the ability to master the technique and after that the digitalization process occurs. Ismail believes that Indonesia is already in digitalization; this is evidenced by the use of information and communication technology (ICT) in all aspects¹⁹. Thus, according to Hoerudin, dynamic leaders are needed who are able to innovate and have thoughts that lead to digital²⁰.

Digital transformation must go through a digitalization process. The application of digitalization can be seen from the use of Artificial Intelligence (AI) and Big data for licensing acceleration, inventory planning/demand forecasting in the production chain and functioning for decision making. Therefore, a leader has a role in facing changing times in the digital era and can use it efficiently and productively so that his leadership's quality increases.

The emergence of the digital era brings changes in all aspects of life. Humans have

¹⁸ AH Eagly, 'Female Leadership Advantage and Disadvantage: Resolving the Contradictions', *Psychology of Women Quarterly*, 31.1 (2007), 1–12.

¹⁹ Siti Noor Ismail and others, 'Instructional Leadership and Teachers' Functional Competency across the 21st Century Learning', *International Journal of Instruction*, 11.3 (2018), 135–52.

²⁰ Cecep Wahyu Hoerudin, 'Adaptive Leadership in Digital Era: Ridwan Kamil's Leadership Study in West Java', *CosmoGov: Jurnal Ilmu Pemerintahan*, 6.1 (2020), 89–98.

used technology to do or make work easier, this is what has brought human civilization to the digital era.²¹ The development of the digital era occurs continuously, because basically it is the people who demand that everything can be done instantly and quickly.

In general, the digital era is defined as a living condition where all activities in life can be done easily by using technology. It can also be said that this digital era is here to update past technology to become more practical and efficient.

Quoted from Kemenppa²², The digital era is where information can be obtained quickly and easily through technology with a computerized system connected to the internet. The presence of the internet, especially computer information technology, and the shift of mass media to new media (internet) are caused by a cultural shift in information delivery.

In the current situation, all aspects of life are associated with technology, including leadership, so leaders must have leadership skills in the digital era. A leader must be able to lead an organization by utilizing and mastering information and communication technology through digital media such as WhatsApp, Instagram, Facebook, Zoom etc. so that it can achieve the goals that have been set because a leader is a harmonic, balancer and mediator for the interests of the organization who can play various types of leadership to maintain the continuity of the organization.²³

Leaders in the digital era must have the ability to lead by utilizing technology to

achieve organizational goals. The capabilities of the digital era media make it easier for leaders to obtain information and make decisions²⁴.

Gallardo & J said that the ability that must be possessed by a leader in this digital era is the ability to explore in dealing with technology-based situations and be able to select, analyze, evaluate information and data obtained by utilizing technology in solving problems²⁵. In this digital era, leaders must master technology because leaders are human resources who greatly influence the success of an organization.

Based on a quote from a book *Leaders of a New Planet*, "to become a new world leader, before becoming a leader for many people, you must start with yourself."²⁶ The quote means that it is very important to have the ability to lead in the digital age before leading many people, needing to lead and learn about your self.

According to Husna, a leader must be master information technology so that he can be an example for his team²⁷. Thus the leader must be able to deal with situations related to technology, and proficient in using media in every activity.

Then Siagian & et al argue that in this digital era, leaders must have an attitude²⁸:

- a. Oriented to a clear vision and mission.
- b. Leaders not only command, but must be able to inspire and serve their team.

²⁴ Eric Mary, 'Kepemimpinan Di Era Digital' <<https://www.industry.co.id/read/51773/kepemimpinan-di-era-digital>>.

²⁵ Eliana E Gallardo-Echenique and others, 'Digital Competence in the Knowledge Society', *MERLOT Journal of Online Learning and Teaching*, 11.1 (2015).

²⁶ Y Ketut, S., Rainier, T., & Yuri, *Leaders of A New Planet* (Jakarta: Dayalima, 2012).

²⁷ J Husna, 'Transformasi Kepemimpinan Bagi Pustakawan Di Era Digital', *Jurnal Libraria*, 7.1 (2019), 1.

²⁸ Ade Onny Siagian and dkk, *Leadership Di Era Digital* (Kabupaten Solok: Insan Cendekia Mandiri, 2021).

²¹ Murni Eva Marlina Rumapea, 'Tantangan Pembelajaran Musik Pada Era Digital', *Gondang: Jurnal Seni Dan Budaya*, 3.2 (2019), 101–10.

²² kemenppa.

²³ S Sulastri, S Syahril, and N Adi, 'Optimizing the Vision and Mission of Schools in Learning Leadership Based on Action Learning Schools', *In 2nd Progress in Social Science, Humanities and Education Research Symposium (PSSHES 2020)*. Atlantis Press, 563 (2021), 363–68.

- c. Leadership must be horizontal, that is, able to blend in, communicate and be able to embrace all co-workers.
- d. Capable leadership means having the ability and skills to lead a great organization.

There are several principles that must be applied to become a leader in the digital era, quoted from tempo.co, including²⁹:

- a. Relevant
Relevance means leaders must know how to behave in fast-paced, technology-based situations.
- b. Visioner
Visionary means the leader must have far-sighted thinking
- c. Innovation
Innovation means that the leader is able to give birth to his ideas and ideas with high creativity.
- d. Risk Taker
Risk Taker means that the leader dares to take risks that may occur.
- e. Agent of Change
Agent of change means that the leader is able to bring about change for the people he leads.

In the digital era, the leaders needed are leaders who have a digital mindset, can be observers and listeners, do not give up easily, are inclusive, adapt quickly to change, and are collaborative. Here is the explanation:

- a. Have a digital mindset
Judging from technology users, especially the internet, in 2018 there were 143.26 million people or around 54.68% obtained from data from the Asosiasi Penyelenggara Jasa Internet Indonesia. This total usage will continue to increase in the future. A leader must have a digital mindset to

see this potential because all activities will be done digitally via the internet.

- b. Become an observer dan listener
Leaders in the digital era must be able to be observers and listeners. The era that develops through social media makes members or subordinates want more attention. Leaders of the digital era must motivate their team by facilitating ideas from their team by observing and listening to them carefully
- c. Not easily give up
The rapid development of technology will affect the economic level of an organization. Conditions like this must be faced with an attitude of never giving up. The leader must transmit this spirit to the team, so that a strong team is formed in the face of every change.
- d. Inclusive
The word inclusive means "including in it" a leader is said to be inclusive if he can accommodate his team thoughts. Therefore, the leader should not impose the opinion because inclusion means choosing the bright thoughts of his team which are then implemented.
- e. Adapt quickly to changes
An organization's future is determined by leaders' responses in the face of change. Leaders who can adapt quickly to changes that occur can undoubtedly bring their organizations to survive and thrive.
- f. Be Collaborative
A good leader is a leader who can advance his organization with regular collaboration to make a bigger and sustainable movement.

In addition, being a leader in the digital era is certainly different from traditional leadership, *first* in terms of communication. In traditional leadership, communication is done directly or face to face, while in this

²⁹ Tempo, 'Leadership Di Era Digital Ala Ridwan Kamil', 2018 <<https://nasional.tempo.co/read/1133701/leadership-di-era-digital-ala-ridwan-kamil>>.

digital era communication can be done by utilizing electronic media such as WhatsApp, Facebook, Line, Instagram etc. Therefore, leaders must be skilled and have skills in using them.

Second, in terms of members, because of the use of social networks in their activities, members are also virtual so that members' psychological responses and emotions are difficult to understand.

Third, in terms of quality aspects, both have the same quality, except that in the digital era, members and leaders are required to master digital-based technology.

Fourth, in terms of the need for space, traditional leadership requires an office to carry out activities, but in the digital era, an office in a certain location is not needed because the leader and his subordinates can communicate with each other in different places.

Fifth, in terms of the availability of team members. So far, in traditional leadership, teams or members are only available during office hours, but in the digital era, members can participate 24 hours and work anytime. So it can be concluded that leadership in the digital era is more flexible in terms of way, time, place and members in its leadership.

Apart from the superiority of leadership in the digital era, there are several challenges that a leader must face, where the leader must be reliable in technology, complete facilities and infrastructure and indirect communication skills for leaders are demanded in this era. Therefore, women are considered as gentle figures, willing to learn and ready to face challenges, so it can be said that women are effective in becoming leaders in the digital era.

The Effectiveness of Women's Leadership in the Digital Age

The development of the world keep changing rapidly. It includes technology that demands digitization in all areas of life, including leadership. Technology is proven to have a positive impact and ease of people's activities in carrying out their leadership because it has the nature of flexibility.

A report from industry.co.id, Eric Mary as Country Manager at Robert Walters Indonesia, one of the professional recruitment specialist companies on a global scale, believes that the digital era has changed the way people lead. The leader in the digital era need several criteria to be considered, namely³⁰:

- a. Have the ability to communicate both directly and using technology-based channels such as email, WhatsApp, etc.
- b. Open-minded and willing to accept changes to the technology-based way of working
- c. Have sensitivity and speed in seeing a change
- d. Dare to take risks by trying new technology-based ways and comprehensively assessing which one is more effective.

The ideal leader is not judged by the length of time he has worked, but from how he can take advantage of every potential that exists within him and is ready to face all changes in the digital era. Therefore, leaders rely not only on their experience but are also future-oriented by being ready to accept the changes that occur following the times.

Everyone, both male and female, has the potential to become a leader, but not all of them can develop their leadership potential. Women are scholars who can build dialogue in various elements in society and are

³⁰ Mary.

ready to make changes that are carried out openly, gracefully, fairly, and responsibly³¹.

According to Astuti³², A woman can be an effective leader if she has the following seven qualities:

- a. Able to be a mover
- b. Have a passion to lead
- c. Honest and have integrity
- d. Have high self-confidence
- e. Have intelligence
- f. Have relevant knowledge
- g. Have a sociable, enthusiastic and energetic attitude

According to Hassan & Silong, women operate in a different way from men, this difference occurs because of the "nurturing nature" in women that comes from their motherhood experience³³. Thus women have a sensitive and very caring attitude.

Women are characterized as having a communicative nature, like to share power, cooperation and participation. The traits that exist in women are seen as determining factors for their leadership effectiveness, even though these characteristics may exist in male leadership. So both women and men have the potential to become leaders depending on how they run it³⁴.

Women have the traits of success to become leaders because they have patience, empathy, multitasking, and can face and do things simultaneously. Then women also can negotiate by establishing networking. These traits and abilities also exist in men, but women most often show them. Women are

extraordinary figures, but they have been discriminated against by gender all this time, even though the effectiveness of a person's leadership is not seen from their gender but from their performance.

Furthermore, Zenger Fokman stated that women have 3% effective leadership compared to men, even though the opportunities given to women in leading are very limited.³⁵ However, the results of his research explain that women's leadership is proven to be able to:

1. Able to innovate and bring creative ideas in carrying out leadership.
2. Women can help in terms of cooperating in achieving goals. Women can help create and promote cooperation in various situations according to the organization's goals. Women are considered capable of building good relationships with their colleagues and employees. In short, their skills are capable of developing cooperation and collaborating in more effective ways.
3. Women are considered great communicators. Most of the women can establish good communication with their various teams, especially for new projects, and explain how to achieve this. Women can analyze various situations and conditions to solve various problems that occur in the organization. This ability to analyze is accompanied by creative thinking and their best understanding of the people around them.

Umar³⁶ further emphasized that women do have multiple roles in life. However, the emergence of women can occupy strategic positions because of the various changes it

³¹ Dewi Laily Purnamasari, 'Model Kepemimpinan Perempuan Di Era Wikinomics', *Jurnal Palastren*, 7.2 (2016), 313–44.

³² Astuti (2019)

³³ Roslizam Bin Hassan, Jamilah Ahmad, and Yusof Boon, 'Instructional Leadership in Malaysia', *International Journal of Engineering and Advanced Technology*, 8.6 Special Issue 3 (2019), 537–47 <<https://doi.org/10.35940/ijeat.F1096.0986S319>>.

³⁴ T. E Wibowo, 'Gaya Kepemimpinan Perempuan Bagi Efektifitas Organisasi', *Jurnal Gema Ekasos*, 7(1), 2011.

³⁵ Zenger Fokman, 'Why Women Leaders Are Great Leaders' <<https://www.wgu.edu/blog/why-women-leaders-are-great-leaders1810.html#close>>.

³⁶ Umar

brings for the advancement of the organization. Umar also emphasized that women carry out their leadership with cultural values, especially in communicating³⁷. Women are also more likely to use democratic leadership in their work so as to create a conducive work climate in the organization.

Supported by the results of Purnamasari's research which states that it is very possible for women to become leaders in the digital era, because Islam emphasizes that both men and women are important to study (education)³⁸. The quality of the ability to lead can be obtained from his education, so whether male or female, whoever can take advantage of it that will be the leader.

In line with that, the results of research by Yulianti & et al, say that women are effective in becoming leaders in the digital era because they have a responsible attitude and are ready to face any challenges that occur³⁹. Women leaders tend to be comfortable sharing information, rationality, respecting intuition, ready to accept risks, and ready to respond to changes in the digital era, quoted from ardanakonsultan.com⁴⁰.

Basically, what women need to become leaders in the digital era is a burst of initiative, creativity to move forward, computers and network connections in the world of leadership⁴¹. This is corroborated by the results of Eagly's research which explains that in the United States, women are increasingly being praised for having excellent leadership skills. In fact, female leadership is more than

male leadership related to effective performance as a leader⁴².

From the explanation above, it can be concluded that women are effective in becoming leaders in the digital era because basically women have an attitude of responsibility, dare to take risks and are ready to face challenges in the digital era.

Conclusion

Based on the above study, it can be concluded that women as unique creatures with a gentle, caring and empathetic attitude have the potential to become leaders. In this modern era, many women are struggling in leadership. Similarly, men and women also can be leaders.

Women are effective in leading in the digital era because women also can use technology, communication, leadership activities, meeting places, and times to be done virtually using digital-based technology. Therefore, leaders must master all digital-based things so that their leadership runs flexibly according to the times.

Women's leadership in the digital era has proven to be effective in carrying out leadership in terms of being responsible, caring and ready to face challenges in the digital era without compromising their domestic role.

In addition, the Islamic view also allows anyone to become a leader with the rules that they must be able to utilize the knowledge they have and some experts say that women are effective as leaders if they can balance their leadership with their domestic roles, namely roles in their personal lives. Women are patient figures, have empathy and are ready to face the challenges that will occur because they are willing to learn and solve problems that occur in their leadership so that they are influential leaders in the digital era.

³⁷ Umar.

³⁸ Purnamasari.

³⁹ R Yulianti and dkk, 'Women Leadership : Telaah Kapasitas Perempuan Sebagai Pemimpin', *Madani Jurnal Politik Dan Sosial Kemasyarakatan*, 10.2 (2018), 14–29.

⁴⁰ Fhierly Carena, 'Perempuan Dalam Bingkai Kepemimpinan', 2021 <<https://ardanakonsultan.com/artikel/perempuan-dalam-bingkai-kepemimpinan/>>.

⁴¹ Purnamasari.

⁴² Eagly.

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