

Leadership Styles of Women Entrepreneurs in The field of Culinary and Fashion of Ikatan Wanita Pengusaha Indonesia (IWAPI) Bandung

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ABSTRACT

This study aims to determine the leadership styles of women entrepreneurs in the field of culinary and fashion Ikatan Wanita Pengusaha Indonesia (IWAPI) Bandung. IWAPI is a non-profit organization that has a diverse membership, to help women entrepreneurs develop the ability to strive and grow their businesses through skills training, management, and improvement of their access to financial issues, technology, and business networks. IWAPI members are women entrepreneurs in various fields, women as leaders have their own leadership style. The data gathered through non-participatory observation and interviews directly to the sources of women entrepreneurs in culinary and fashion IWAPI Bandung, then backed with LASI questionnaire to determine the leadership style of women leaders. A conclusion showed that the leadership styles of women entrepreneurs in culinary and fashion IWAPI Bandung have a tendency democratic leadership style that supported by an autocratic leadership style in certain situations. It is characterized by the results of research on the system of division of labor, instruction, communication, supervision, relationships, engagement, problem-solving, decision-making and delivery facilities idea by the leader of the employees. It indicates that leaders used to make the work system in groups more effective employee performance and efficient.

Keywords: IWAPI Bandung, Leadership Style, Entrepreneur

1. INTRODUCTION

Indonesia business development has improved in recent years, in line with the starters entrepreneurship program of the Indonesian government. Moreover, Indonesian banks also offer entrepreneur with capitalization with low-interest rate. Latest statistics by Bank Indonesia shows that micro, small, and medium-sized enterprises (SMEs) loan in February 2017 grew by 29.8 percent year-on-year (yoy) to Rp946.3 trillion compared to January 2017 at 8.5 percent to Rp780.2 trillion. (Tempo.co, 4 April 2017)

Entrepreneurship can be one of the solution for unemployment in Indonesia, which is currently one of the major challenges that Indonesia faces. Indonesian population is around 230 million with unemployment rate of 2.6 % among a labor force of 107.7 million (BPS: 2010). According to the same source, women unemployment rate is higher than men at about 3.6% compared to 2.0% among men. Therefore, many entrepreneurial programs are targeted to women. The programs include loans provision for new entrepreneurs or business expansion, and business skills and leadership training. The

Ministry of Woman Empowerment and Child Protection also supports the data with their report that shows 60 % of 55.206.444 micro, small, and medium enterprises in Indonesia are run by women.

Indonesia Women's Business Association (IWAPI) is one of women entrepreneurship community in Indonesia. IWAPI has about 256 branches which spread in 30 provinces. It consists of 85% of small enterprises, 12% of medium enterprises, and only 3% of big enterprises. However, this research only focuses on IWAPI in Bandung, West Java where most of the micro and small enterprises are operating in the field of culinary and fashion.

This association does not only provides benefits for the members, but also challenges them to improve their business, which operated and manufacture product from home. By providing training, loans access, and empowerment, IWAPI tries to improve women to be independent and confident entrepreneurs who able to contribute to the economy in Indonesia. However, these women entrepreneurs face many challenges such as financing, business skills, networks, and support groups, among other things, to be able to set up their own business (Coleman: 2000, Cromie and Birley: 1992)

However, these challenges do not stop these women entrepreneurs from building their business. For example, in Bandung, there are many women entrepreneurs of IWAPI that have been successful with their products, such as J n C Cookies, Batagor Han-han, Nanamie Cake and Pastry, El-Brush Fashion, Sabrina Fashion, Uciku Fashion, etc. They proved that women can be a leader of business, who have a different style than men entrepreneur. These style difference is due to women's dual role in the household as a wife and a mother, and even due to women who also own their own formal job. Yet, they still manage to do their business at the same time.

The earlier research on the analysis of style differences between women and men compared both of the task-oriented style and relationship-oriented style or democratic and autocratic style. In a meta-analysis, Eagly and Johnson (1990) found that contrary to stereotypes explanation, women did not lead to more relationship-oriented attitudes and less task-oriented, than men in the study of the organization. Differences exist much in the background in which the behavior is governed by social roles, such as the experimental background. The only strong gender differences that are found in a variety of background is that the female lead in a way that is more democratic or participatory than men. Another meta-analysis research between 1987 and 2000 found similar results (Van Egngen & Willemsen, 2004). It was also found that women were more of a democratic style to generate the most preferred evaluation. The findings and studies' conclude that women prefer using democratic or participatory leadership style more and prefer to use a style associated with the contemporary thinking of effective leadership.

Based on that information of observation, it was necessary to do a research to find out more about the leadership style of women entrepreneurs at IWAPI which involve the leadership behavior. It is also specifically analyze the implementation of women's leadership style in culinary and fashion field of IWAPI Bandung which oriented to autocratic and democratic style.

2. THEORITICAL REVIEW

2.1 Leadership Style

Hersey and Blanchard Miftah Toha (2013: 49) stated that the leadership style is a norm of behavior that is used by a person to influence other people to act or think the way the person do. In this case, the effort to align the perception of the influential person with target person whose behavior would be affected become very important concern. Based on the above description about leadership style, it is known that the leadership style is the norm of behavior, manners, and tendencies that a leader has in influencing others.

2.2 Gender

The term gender according to Webster's New World Dictionary in Umar (1999) Andriani (2007) is defined as the apparent differences between men and women in terms of values and behavior.

According Lips (1988) in Andriani (2007), gender is defined as cultural expectations of men and women (cultural expectations for women and men). Gender by Doyle (1985) is a concept used to describe the differences of men's and women's socio-cultural terms. This distinction refers to the emotional and psychological elements, as the social characteristics which the relationship between men and women is constructed as well as the difference between a place and time. While according to Marmawi (2009) in Retno (2012), gender is the attitude held by men and women based on behavior patterns.

Based on some of the definitions of gender, it can be understood that gender is a concept that is used to identify the differences in men's and women's views of the socio-cultural elements.

2.3 Gender and Leadership Style

Eagly and Johnson (1990) formulated the autocratic and democratic leadership style as the most representative leadership style to distinguish between male and female characteristic. When viewed from the standpoint of stereotype, masculine gender is viewed as strong, decisive, and bold, which are the characteristics of autocratic style leadership, while the feminine is viewed as warmer in personal relationships and affectionate toward which are the characteristics of democratic leadership style.

Eagly and Blair T. Johnson (1990) said that both of the leadership styles have their own orientation respectively, autocratic leadership style is tasks-oriented while the democratic leadership style is interpersonal relationships-oriented.

2.4 Basic Style of Leadership

According to Hersey and Blanchard in Miftah Toha (2013), there are two behavior norms in relation to the behavior of leaders usually done by leaders toward their subordinates or followers, which are directs behavior and support behavior.

Miftah Toha (2013: 65) argues that both the behavioral norms can be placed in two separate and distinct shafts as shown in the picture, thus basic style of leadership can be learned.

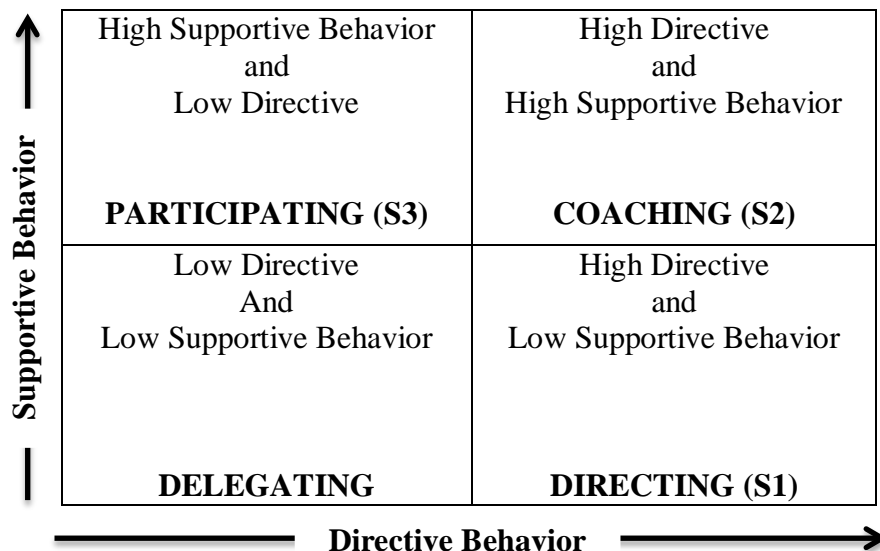


Figure 1. Basic Style of Leadership

In Style 1 (S1): Directing, a leader demonstrates behavior that provides instructions but little support. This leader provides specific instructions about the role and informs them about what, how, when, and where on carrying out various tasks. Initiatives solving and decision-making are solely conducted by the leader. Problem solving and decision are announced, and the implementation is closely monitored by the leader.

In Style 2 (S2): Coaching, the leaders exhibit behavior that provides many guidance instruction and a lot of support. The leader in this kind of style would give their decision and wisdom, as well as accepting the opinion of subordinates. But leaders must continue to provide supervision and direction in resolving the subordinates tasks. Despite of many support, control over decision-making remains the leader responsibility.

In Style 3 (S3): Participating, the behavior of many leaders are emphasized on providing support but little brief. Leaders prepare decisions with their subordinates, and put heavy support on subordinates' efforts in completing the task.

Style 4 (S4): Delegating, the leader provides little support and guidance. Leaders with this style relies the decision making and implementation responsibility to the subordinates.

2.5 Leader Adaptability and Style Inventory (LASI)

Paul Hersey and Kenneth Blanchard cite 12 points of leaders and inventory adjustments style, or formally known as Leader Adaptability and Style Inventory (LASI). This instrument was developed by Leadership Studies of University of Ohio and has been widely used in various situations.

This instrument was designed to measure the perceptions of three aspects of leader behavior, namely 1) style, 2) Style Level, and 3) Adjustment style. In his book *Leadership in Management*, Miftah Thoha (2013: 76), leadership style is a consistent pattern of behavior shown and known by others during the influence

process. This behavior is developed from time to time and studied by other parties to acknowledge the leader characteristics and the leader's leadership style or personality.

The general pattern is typically seen in task-oriented behavior or relationship-oriented behavior or combination of both. Both forms of behavior, task and relationship oriented, which constitute the central point of situational leadership will be explained as follows respectively:

Task-oriented behavior aims for organized and formalized roles of the group members or followers; describes the list of tasks that need to be done and when, where, and how those tasks should be accomplished. Moreover, this behavior also aims to create a steady organization pattern, a functional communication chains, and effective methods of tasks accomplishment.

Relationship-oriented behavior aims for maintained interpersonal relationships among the group members or followers by encouraging a transparent communication chain, assigning responsibilities, and providing opportunities for subordinates to use maximize their potential. In other word, this behavior relies on socioemotional support, solidarity, and mutual trust.

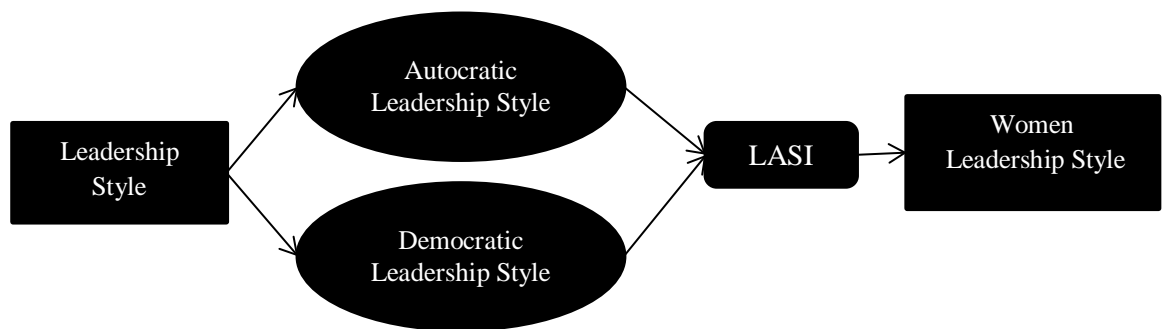


Figure 2. Operational Concept

This research aims to analyze the leadership style of women entrepreneurs of IWAPI Bandung. These women's leadership styles are divided into two, autocratic and democratic leadership style. Each leadership style will be analyzed through basic leader behaviors; supportive and directive behavior. This research also supported by LASI questionnaire to prove the interview results.

3. RESEARCH METHODOLOGY

This research is using descriptive method with qualitative approach, which Bogdan and Taylor in Moleong (2001: 3) define as a research procedure that produces descriptive data in form of words, both written and spoken by people, and behaviors data that can be observed which will be connected to the background as well as the individual holistically. Nazir (2005: 54) also stated as follow:

"Descriptive method is a method in a research of a group of people, an object, a set of conditions, a system of thought or a class of events in the present. The purpose of this descriptive study was to create a description, picture, or painting in a systematic,

factual and size of the facts, characteristics, and relationships between the phenomena under investigation."

In this qualitative method, there are two types of data which gathered directly from IWAPI (the primary data) and from the other sources (secondary data). The primary data were gathered through non-participation observation and in-depth interview of some IWAPI Bandung women entrepreneur, precisely in the field of culinary and fashion. The culinary and fashion field were chosen due to their dominant number in IWAPI Bandung. While the other data were gathered through literature and IWAPI's documents study that are relevant to this research topic.

4. RESULT

The result of the in-depth interview and LASI questionnaire by Hersey and Blanchard supports the data that leadership style is a consistent pattern of behavior which shown and known by the target/influenced employees.

The interview answered several points below:

1. How leaders implement the employee working system.
2. The leader instruction to the employees.
3. Communication between the leader and the employees.
4. The employee performances supervision by leaders.
5. The leader and the employees relation.
6. The leader involvement in the employees' job.
7. Problem-solving for business and individual problems.
8. Decision-making in a business and policy issues.
9. Facilities for employees to deliver their ideas.

4.1 The Job System Implementation

Based on the interviews and observations, women entrepreneurs tend to introduce a system of a group to each type of job, both in the field of culinary and fashion. Nonetheless, the average employee are equipped with more than one set of job skill in order to handle more jobs when needed. Therefore, every employee can be rotated to another job anytime especially in urgent situations.

The implementation of this double job also gives a positive effect on time efficiency, backup system, and effective quality control. Yet the implementation of the double job system also faces shortcomings, especially when work and personal issues are encountered, which will be an obstacle for the team and affect each of the members.

The main purpose of the double job system implementation is to achieve an effective work flow as a team, so that the job is not solely weighed on one person but the team. In addition, leaders will have to constantly encourage all employees to have multiple set of skills to be able to backup whenever they are needed.

Eagly and Blair T. Johnson (1990) say that some of the leadership styles' characteristics of women leaders include high morality to achieve effective team work, high quality work, and self-driven employees. The behavior of women entrepreneurs of IWAPI Bandung, specifically in culinary and fashion field, displayed the democratic leadership style features that are synonymous with women leaders.

However, on the other hand, the interviews also showed the indications of task-oriented behavior on task completion method and labor beneficiaries optimization. According to Eagly and Blair T. Johnson (1990), this behavior leads to the autocratic leadership style that is synonymous with male leaders.

A similar result also shown by LASI Questionnaire results, that there is a tendency of dominant leadership style consultation, with a supportive leadership style. Thus, it can be concluded that the implementation of the system of the job of the women entrepreneurs in culinary and fashion field of IWAPI Bandung have no tendency toward either democratic or autocratic style.

4.2 The Instruction Implementation

This analysis deals with how leaders assign tasks to employees. The result showed that the tasks are assigned directly through verbal or indirectly through communication medias such as memos, phone, SMS, and online messaging (such as fuel, Line, and WhatsApp).

However, the task is not always assigned directly due to various reasons such as the leaders' other activities outside the organization (other than in IWAPI), other formal professions, other branches of business, and other duty as a housewife. Therefore, the tasks will be assigned through the communication medias mentioned above.

During employee orientation and training, leaders feel obliged to address any related assignments and other matters directly to the employee in order to be more clear regarding the leaders' expectation of the employee jobs. To assist the employees job, the leaders hire an assistant to help them assign and supervise the employees work when they leaders are not present. The assistant must meet certain criterias such as able to work on the regulated work-hour, possess decent behavior and honesty, able to communicate well, will not have any problem with their job or with the employees, possess leadership potential, and understand their job description.

The observations also displayed that leader primarily coaches and introduce the work method to new employees. If coaching session has finished and the new employees can do their job effectively, the leaders then rely on their assistant to supervise the working process.

Upon analyzing the results, Eagly and Blair T. Johnson (1990) mentions that democratic leadership style tends to be unselfish and increases job satisfaction of the subordinates. The results of this study also demonstrated that this leadership stlyle put advance effort to encourage of employees to contribute even better in order to improve their welfare as well.

The result is also supported by LASI questionnaire that showed coaching leadership style as the dominant leadership style of leader behavior that provide detailed job instructions of what, when, where and how work is done.

4.3 The Communication Implementation

Similar to the mentioned results of the interviews, observations, and LASI questionnaires, the communication of women leaders IWAPI Bandung is implemented both directly or indirectly. For the leaders, direct communication is very important and has a good effect although can not always be done every day.

This direct communication aims to deliver work instructions and supervisions, while also listening to the complaints and opinions of the employees. Direct communication also inspires the leaders' presence in the team and is proven effective to raise the employees morale. Additionally, through direct communication, the leaders also implies that the employees are the key to the success of this business, therefore employees will consider themselves valuable.

Meanwhile, indirect communication through memos, phone, or text message is implemented to control the process or give instructions, and is more frequently done than direct communication. This communication method is more frequently performed due to the leader inability to be present at all time to supervise the employees.

Hersey & Blanchard in Miftah Thoha (2013: 65) argues that leaders who provide guidance and high support tend to have a coaching leadership style. Gender-wise, coaching leadership behavior leads to a relationship-oriented leadership that is synonymous with the democratic leadership style, which is widely found in women leadership's style.

Based on interviews, observations, and LASI questionnaires that have been described, it is acknowledged that women entrepreneurs in culinary and fashion tend to have a democratic leadership style.

4.4 The Supervision Implementation

Similar with the implementation of the communication, supervision is also carried out directly and indirectly. Direct supervision is implemented when the leader came straight into the workplace, usually 2 or 3 times a week. As a matter of fact, supervision does not need to be carried out frequently because all the work is done based on predefined SOP. Thus, the supervisory function is not to supervise the working process but to motivate employees to be more productive and maintain the quality of their work. Leaders always address employees that the results of their works are business product that would bring prosperity not only for the owner but also for the employees.

In addition, supervision also aims to conduct random quality control (QC). In this QC, defective products will be separated and returned to the workers who produced the products. There is no direct penalty for employees who produce defective products. However, notification and guidance need to be done in order to improve the quality of the employees.

As for indirect office supervision, the process is conducted via phone and text messaging through an assistant. Women leaders tend to trust the assistants and employees because they are considered to be more aware of the office situations than the leaders, who is not present as frequently as the employees and assistants. Moreover, the trust also gives a sense of appreciation to the employees and increase their job satisfaction at the office.

Meanwhile, the reward and punishment system is not manifested physically. Bonuses to employees are given whenever the employees has surpassed their work target. As for punishment, the strike is normally done if the quality of employees is far below average. The briefing that was given by the leader always associated with gains and losses of companies predominantly located on the product quality and employee performance. Thus, the advantages and disadvantages of business become a shared responsibility. Therefore, the employee's sense of belonging in the business will maintain their good work.

Hersey & Blanchard in Miftah Thoha (2013: 65) described that leadership style tends to provide support to its employees, of which also functioned to provide supervision of the employees performance. Strict or loose supervision is determined by the conditions that requires leader surveillance. This is shown in the results of this study, which became one of the leader's evidence in supporting the employees.

4.5 The Relationship Implementation

Relationship implementation is related to the previous discussion about communication, instruction, and supervision. The results of the analysis showed that the relationship-oriented kinship is dominantly performed by women leaders IWAPI Bandung. The pattern of this relationship produces an open and flexible communication. It is very helpful in solving problems and developing employees capabilities because the leaders are more open in conveying their wishes and expectations to the employees, and vice versa with less tension.

Therefore, women leaders tend to make personal relationships and approaches with subordinates, especially for the important matters. These personal relationships facilitate control and could gain more information out of the employees. However, these leaders should know the boundaries of the personal relationship and remain professional.

General faults are often tolerable by the leader, especially ones that made by female employees, because leaders understand that women employees have more responsibilities outside work which put heavier workload on them. Women leaders also tend to be careful when reprimanding employees, to prevent misunderstanding between the leaders and the employees.

Seeing the results of these studies, it is known that the number of leaders with relationship-oriented is very high, which is mentioned by Eagly and Blair T. Johnson (1990) on democratic behavior.

LASI questionnaire results also show similar outcome. According to Hersey & Blanchard in Miftah Thoha (2013: 65), leader who is likely to provide direction and support have an open relationship towards its employees, such as accepting their decisions and opinions wisely.

4.6 The Leaders' Involvement In The Employees' Job

The interviews and observations to the women entrepreneurs in culinary and fashion showed that women entrepreneurs in culinary field are much more involved in employees work compared to women entrepreneurs in fashion field. The reason is because food products rely heavily on taste and display. The taste depends on the ingredients and the cooking process. Although the SOP, the recipes, and personal briefing have been addressed thoroughly, the leaders still want to be involved. The aim is to minimize errors and deficiencies in the production process.

Women entrepreneurs fashion field do not involve in production process as much as women in culinary field because they believe and consider that their employees have already proficient on their job. The leaders also develop the employees knowledge by informing up-to-date fashion to enrich their products. In addition, leaders also consider themselves as a walking mannequin, meaning they promote their products wherever they go, since the product marketing can not be solely left to the employees. Leaders have an important role in creating a good image for the product.

To expand the market of the business, the leaders frequently attended many business community events. In addition, the leaders could gain more knowledge and insight regarding the business from the community. Not only that, the community also provides a highly beneficial extensive network for the advancement of women entrepreneurs of IWAPI Bandung.

Based on these results, it can be seen that according to Eagly and Blair T. Johnson (1990), the characteristics encountered in the research results show that the leaders had a democratic leadership style. LASI questionnaire results also show similar result, that leader involvement in employees work indicate the leaders willingness in providing direction and support to the employees performance.

4.7 The Problem-Solving Implementation

In the discussion of the theory of gender leadership style by Eagly and Blair T. Johnson (1990), democratic leadership style pointed out a characteristic that is developed using a cooperative approach in making decisions. This means that the decision is not solely done by the leader, but also involve subordinates.

Interviews showed examples of the problems and the solutions by women entrepreneurs in culinary and fashion field of IWAPI Bandung. First, product failure, which is a very common issue in the operation. This is typically a problem when a product was overlooked during Quality Control process. However, a lot of number of the defective product will be a main concern that cause a big loss. This issue is almost experienced by all the interviewees. Most of the failure causes are due to employees negligence, although can not entirely be blamed on the employees. Therefore, the leaders must find a way to minimize the risks.

Defects in food products can usually be resolved by the converting or recycling the defective products into another products. For example, defective bakery products can be processed into bread flour. However, fashion products are

difficult to handle due to high possibility of product defect. Wrong clothing size standards, wrong fabrics cut pattern, and unfit seams on the model are examples of product defects.

The second problem is about employee dishonesty, which is a quite an important problem for the leaders. Dishonesty often result in losses greater than production failure that can still be circumvented in creative way. This dishonesty includes employees who return home sooner against the regulated working hours and employees who commit fraud by intentionally mark-up the number of stock items in production which results in data discrepancy. For the leaders, the employees are the cornerstone of the business, and dishonesty would jeopardize the business sooner or later. For that, the leaders must put heavy consequences on them by committing layoff to dishonest employee.

The third problem is disputes between employees. Although this case is as not apparent as the previous problems, disputes may occur anytime in the working environment. The dispute is caused by various reasons, both personal problem and conflict at work. Resolving the dispute is not easy for the leaders, as they need to be wise upon deciding the best course of actions which will not harm any disputing sides. To resolve this, open communication and relationships between leaders and employees are encouraged to make the settlement and solution finding easier. Unfortunately, the consequence of the conflict between employees often makes one of the parties quit their job. Although the leaders have been trying to become the third party to help solve the problem, it turns out conflicts among employees has led to a non-friendly work environment.

4.8 The Decision Making Implementation

The interviews and questionnaires supported by Lasi show that women entrepreneurs always discuss with other relevant parties such as employees and husband before making a decision. It aims to filter opinion from other parties, as well as determine the extent of the impact on the opted decision.

However, there are some circumstances where independent decisions are taken, without consultation or discussion upon taking the decisions. Those independent decision usually deals with special cases including firing dishonest employees (especially one with financial case), regulating SOP, and assigning work systems. At times, these leaders do not discuss with their employees, but with husband who unofficially became their partner. Usually, the husband's role is to balance the decision weight to prevent emotional or biased decisions.

Open decision making is usually about product innovation that needs opinion and suggestions from the employees, especially the production's employees which are responsible in producing the product. The decision also considers the technical craftsmanship difficulty that will be encountered in production in order to make the work process effective.

All women entrepreneurs interviewees agreed that any decision should not be harmful to others. Not only benefit themselves, but also beneficial to all parties and bring benefits to both leaders and employees.

Such behavior is referred by Eagly leader and Blair T. Johnson (1990) as the democratic leadership style characterized by interpersonal relationships and selfless leader in decision making. In addition, according to Eagly and Blair T. Johnson (1990), female leader is likely to be in such a democratic leadership style.

4.9 The Delivering Idea Implementation

Employees submit ideas personally because there is no special forum for two-way communication between leaders and employees. Usually, this personal communication actually brings and gathers more feedbacks and ideas. This way, employees are less intense and more confident due to the leader open mind.

The language addressed to the employee is flexible based on the employees background. Local and informal Bahasa Indonesia language are preferable to make the conversation more fluid. It makes the employees feel there is no gap between them and the leader.

Despite the leaders open mind, the employees are still not active enough in expressing their idea, which is a problem to be solved. But it is good enough for the employee to be open to the leader. One of the commonly expressed idea by the employees usually associated with up-to-date product models that can be adapted by leaders to create a new product.

Based on these results, it is known that the leader provides an informal space for employees to deliver ideas and opinions. With the personal relationships and informal space, employees can be more expressive in giving ideas and will be appreciated.

Results were in line with the democratic leadership style by Eagly and Blair T. Johnson (1990), which was discussed earlier. Openness to employee ideas and selfless leader are things to consider in employee satisfaction.

5. CONCLUSION AND SUGGESTION

Based on the results of qualitative research through observation, interviews, documentation and LASI questionnaire regarding the implementation of women's leadership style in culinary and fashion field of IWAPI Bandung, some conclusions can be drawn. The conclusions are as follows:

- a. The leader divides employees work in a group, with each person has a particular focus on their job, but every employee is also encouraged to be able to do other job..
- b. In providing instruction and guidance, leader delivered the detail directly at the early stage of the work (work orientation/briefing period). Furthermore, the leader uses two ways, directly and indirectly (through memos, phone, SMS, BBM, social media).
- c. The communication carries out directly or indirectly every day.
- d. The supervision is conducted both directly or indirectly, however, the leader is assisted by assistant who responsible in delivering instructions to other employees.
- e. The relationship of leaders and employees are is seen by the employees as "family".
- f. Leaders are involved directly in the employees job, and helped in certain things, and at certain times.

- g. Problem-solving is done by discussion and deliberation with the employees or husbands.
- h. Decision-making and problem-solving related to employment policy are discussed together with the employees.
- i. Employees can deliver ideas and opinion to the leader through informal conversations and informal space.

Based on the above conclusion, it is concluded that women entrepreneurs in culinary and fashion field of IWAPI Bandung have a leadership style that tends to be democratic but also have secondary autocratic leadership style to deal with certain situations.

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