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TRANSFORMATIONAL LEADERSHIP OF FEMALE SUB-DISTRICT HEADS: A CASE STUDY OF NEGOTIATING THE PATRIARCHAL CULTURE OF THE PAKPAK ETHNIC IN SALAK

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ABSTRACT

This study aims to analyze the leadership characteristics of female sub-district heads based on transformational leadership theory, analyze the obstacles faced by female sub-district heads in carrying out their leadership duties in the midst of patriarchal culture and analyze the views of the community in Salak District towards the election of female sub-district heads as leaders in the midst of patriarchal culture. This study uses a qualitative research method with a descriptive approach with data collection techniques through observation, interviews and documentation. The results of the study show that the community and employees view female sub-district heads as having transformational leadership attitudes *Idealize influence* leadership attitudes that can be seen that sub-districts have attitudes as role models who are disciplined, firm, punctual, proactive and social, *Inspirational motivation* leadership attitudes that provide motivation in the form of verbal and moral motivation, *Intellectual stimulation* the attitude of the sub-district leadership that is open to ideas, suggestions and opinions for the progress of Salak District and *Individualize consideration* of leadership attitudes that pay attention to the needs of the community and its employees. The female sub-district head also does not get obstacles in terms of the patriarchal culture that exists in the Pakpak ethnic group because the Pakpak ethnic group has the motto *Martampuk Bullung Merbenna Sangkalen*, which means that everyone can position themselves according to their capacity and ability, in the sense that the motto provides an understanding of gender relations/openness. The community also views that to become a leader in the field of government for women is not an obstacle in terms of patriarchal culture in the *Sulang Silima* kinship system, where this kinship system only functions in positions in customs.

Keywords: *transformational leadership, women's sub-district, patriarchal culture*

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INTRODUCTION

Leadership is a form of attitude and character that exists in an individual while a leader is a person who can be trusted as a leader or head (Prayudi, Ahmad, S, Warsani, 2022) The form of positive attitude embedded in a leader is that it can have a good influence on his followers. How to give a good influence can be done by a leader by giving attention and motivation to individual followers. So with this, good cooperation will be created to achieve goals and targets.

In general, the position of a leader is in men, which is because men are seen as having a stronger and authoritative attitude to be a leader. In addition, the thing that strengthens the expression that men have a greater right to be leaders is strengthened by the patriarchal culture that is still strong in Indonesia (Pahlevi & Rahim, 2023). The social structure of kinship in patriarchal culture labels that men are entitled to the greatest position and power over women. This is supported by several studies that discuss male leadership caused by patriarchal culture, such as research conducted by (Astuti et al., 2023) and research conducted by (Nanik & Eka, 2024) The literature review provides an explanation that men have the right and power to become leaders due to the patriarchal cultural kinship system, which labels women only as complements and tasks in the kitchen, mattress and well.

However, with the development of the times and the existence of the gender equality movement, therefore, many people are more open to the participation of women to become leaders in the realm of government. Therefore, there are many previous research studies related to women becoming leaders in the realm of government (Abidin, 2021); (Prihati et al., 2020); (Scott, N.Y., 2024) and (Jannah et al., 2024). In this previous study, there are differences that support women's leadership in patriarchal culture in Salak District to be studied more deeply, where in the previous research only focused on women's leadership in the government bureaucracy and highlighted the successes, efforts and strategies made by women to be able to become a leader in the realm of government. Even in previous research, it also explained how a female leader works in carrying out her leadership duties towards subordinates and even the community in advancing the economy.

Women's leadership is not only seen in the realm of government. Rather, women have been involved in becoming leaders in various fields such as research conducted (Baiduri & Ekomila, 2024) women's leadership can be trusted in protecting the forest environment, (Batjo, 2022) Women's leadership in the realm of religion and entrepreneurship (Fariz Fardani Nurbaihaqi, 2021) Women can also become leaders in the realm of entrepreneurship and industry. This study provides views and references that women do not only work in the domestic sphere, but women can also participate as leaders in various fields.

The previous study only focused on the way of work, strategy and even success of women leaders in the field of government, entrepreneurship and even in the realm of religion. It is different from this study, which has its own uniqueness, namely by conducting research on women leaders in the realm of government on the strength of patriarchal culture, which is not only examining the success of women's leadership in the government bureaucracy, but also looking at how women leaders can carry out their leadership duties in the midst of a very strong patriarchal culture. In fact, this study shows the success of female sub-district leadership which is inseparable from several processes of social adaptation, community acceptance and bringing forward thinking and openness to the tendency of men to get the main figure as leaders. Therefore, the unique contribution of this research to understand the relationship of women's transformational leadership in the strong patriarchal culture.

The people in Salak District, the majority of whom are ethnic Pakpak, have a patriarchal kinship system in the Pakpak ethnicity, positioning men as higher power than women. So that there is a lack of Pakpak women to participate in the leadership realm. This is because women in the Pakpak ethnic group are positioned as helpers (*merkebbas*). In the position of *merkebbas* where the role of women is only to help, assist, carry out domestic tasks and in the traditional system women only work behind men. This existence illustrates that the patriarchal culture is quite strong where the highest leadership is quasi-by men, clan lineages and even customary positions that can give full power to men.

The phenomenon of Herlita HI Banuarea's mother being elected as a female leader in the midst of a strong patriarchal culture in the Pakpak ethnic group is interesting and is seen as very extraordinary by the community. But this condition can also cause several responses from the community, namely supportive responses, doubts and even the process of social acceptance by the community towards the leadership of women who first served as female leaders in the Pakpak ethnic group.

This condition is fully paid for by the performance and leadership style of Mrs. Herlita HI Banuarea, with her leadership not only running government administration but her activeness and participation in building closeness to the community by holding several social activities, public services, mutual cooperation and providing health to the community. By using an active, committed, and attentive leadership approach. This slowly made the public's acceptance of the existence of women as leaders in the bureaucratic realm. Where the female sub-district head is inaugurated in 2023 and the election of the sub-district is not directly elected by the community but rather the sub-district head is chosen by the regent (Suwetha et al., 2020).

This study seeks to provide information about the leadership of female sub-district heads in the patriarchal culture that is still strong in the Pakpak ethnic group in the sub-district. Therefore, this study aims to analyze the views of the community and employees of the Salak District office towards the leadership of female sub-districts based on the characteristic components of transformational leadership, analyze the forms of challenges experienced by female sub-districts in carrying out their leadership duties in the midst of a patriarchal culture and analyze the community's views on the election of female sub-districts in the midst of a strong patriarchal culture.

METHODOLOGY

This study uses qualitative research methods and a descriptive approach in understanding the phenomenon of female sub-district leadership in carrying out leadership duties in the midst of patriarchal culture in the Pakpak ethnic group in Salak District. The location in this study is in Salak District. This location was chosen because in Salak District, the majority of the people are ethnic Pakpak who

adhere to patriarchal culture and are the first sub-district leaders from women.

The selection of informants in this study uses the *purposive sampling* namely the technique of determining and selecting informant criteria carried out by the researcher (Scott, 2020). In this study, there are a total of fifteen people where each of them has criteria that can provide information related to the leadership of female sub-districts in the patriarchal culture of the Pakpak ethnicity.

Table 1. Characteristics of research informants

Yes	Informants	Background	Quantity
1.	OS, ONP	Traditional figur	2 LK
2.	PN, AM, TP, /	General Public	4 LK
3.	RS, BB	General Public	2 PR
4.	RB, OB, RP, S AK	Government apparatus and public service st:	3LK. 2 PR
5	HB	Sub-district Hea	1 PR

Source: Observation results, 2025

The data collection techniques used in this study were by means of interviews, observations and documentation. The researcher conducted interviews with traditional leaders, the general public men and women, government officials and public service staff at the Salak District office. The results of interviews with some of the informants admitted that there was an openness to the leadership of women sub-districts and where the informants saw that women leaders could bring change and even still respected customs. The results of the observation were clearly seen in the field that the female sub-district head clearly saw how to carry out their duties to go directly to the field, listen to complaints from the community and hold open meetings to the community. Meanwhile, in the customs, it can be seen directly that the sub-district head still participates in merkkebas (helping) and has never brought his position in the customary event. The documentation results see a live overview used as supporting data such as photos, video recordings and audio recordings.

Meanwhile, the data analysis technique is carried out through three processes, namely data reduction, data presentation and conclusion drawing (Scott, 2020)

RESULTS AND DISCUSSION

1. The Views of the Community and Employees at the Salak District Office on the leadership of women sub-districts based on the characteristic components of transformational leadership theory

1) Idealized Influence

Characteristics of idealized influence leadership, in this part a leader instills a leadership attitude that can be an example and role model for his followers. The community and employees of the sub-district office in Salak District view that although Herlita HI Banuarea's mother is a female leader, she is a leader who has an attitude that can be an example and even a role model for the community and employees. Peri Nando Berutu (34 years old) opined:

"The Head of the Sub-district Leader who can be an example and a mover, I know this mother wants to pay attention to the youth organization. As long as I see the sub-district head who is a leader on time, obedient like doing a morning apple to employees and has a leader attitude that is social." (interview: June, 2025)

This is in line with the opinion of an employee of the Salak District office, Sihab Sagala (50 years old) a staff at the Salak District Office is of the opinion:

"The mother of this sub-district head is a leader whose performance is always active, agile and even dexterous, in doing her duties, she always goes down to the field, never tells a representative from the office, anyway she always comes to see directly, I am the only one who is still a staff and moreover I am a man sometimes feels reluctant with the mother if my job is just to sit around." (Interview: June, 2025)

This expression shows that the leadership of Mrs. Herlita HI Banuarea has had a positive impact on the community and employees. It can be seen from the leadership style that provides examples of actions that should be imitated, namely a leadership style that is firm, punctual, aggressive, active and dexterous in carrying out their leadership duties.

Findings made (Batjo, 2022) emphasizing that the role model of a leader is not just giving tasks in the administrative realm, but a leader who can show his performance in carrying out his duties in real and factual ways by going

directly to the field. This will give rise to the attitude of a leader who is seen by his followers as an honest, fair, caring leader and has a high social spirit.

2) Inspirational Motivation

Characteristics of transformational leadership *inspirational Motivation*, in this section a leader has an attitude that can provide motivation and even inspiration for the community in Salak District and Salak District office employees. Op Natan Banuare (62 years old) views:

"The sub-district head has a leader spirit who has an extraordinary spirit, even willing to personally motivate the community, provide motivation to schools by improving school facilities and even provide inspiration through her motto to invite the community to participate in maintaining the cleanliness of Salak District by mutual cooperation." (Interview: June, 2025)

In line with the views of employees at the Salak District Office, Abdulrahman Kudadiri (56 years old), the secretary of the sub-district, opined:

"The thing that must be done in this motto is to invite the community to work together so that Salak District looks clean, make it impossible to run it alone, so this mother always invites us to always be compact in working and even wants to give encouragement to us individually." (Interview on June, 2025)

This shows that women sub-districts have an attitude that can provide inspiration and motivation to the community and employees. Motivation is carried out by the sub-district head by motivating by providing verbal and personal support. In addition, the form of inspiration given by women leaders by giving inspiration through their motto. This view can also be reinforced by research (Batjo, 2022) and (Jannah et al., 2024) A leader can provide a collective attitude and collaboration to subordinates where the leader provides encouragement through vision and mission.

Displaying the motto "Salak berkarya" which includes clean, capable, accomplished and cultured. Where female sub-district leaders try to invite the community to participate in

carrying out the motto by creating a healthy environment to carry out mutual cooperation that will create cooperation and a sense of family solidarity which can slowly change the mindset of the community and create harmony. To motivate to encourage youth to become the next generation of achievers by providing support in the form of education such as assistance, scholarships and supporting facilities. Listening to all the complaints of the community, becoming a capable leader who not only attaches importance to administrative tasks but also invites the community to cultivate a sense of belonging by respecting good traditional social norms, namely by speaking polite words without leaving their culture.

This is similar to the view of transformational leadership theory (Bass, 2006) Where the attitude of a leader is not only as a boss who thirsts for respect and respect but a female leader who has a sense of care and attention to her followers and to her community who can provide a sense of motivation, attention and as a role model.

Findings made by (Saefulloh et al., 2023) greatly strengthening the expression of the female sub-district, where this finding explains that in carrying out duties and as a leader, of course, there will be obstacles, problems and even challenges. So that as a leader must also be able to accept and deal with this and a leader can also directly solve the problem by providing solutions.

3) Intellectual Stimulation

In this part, a leader has an open and transparent character in making decisions, even a dreamer can also provide agreement for employees and the community in giving opinions, ideas, and suggestions. In the sense that a leader can appreciate and respect the people under him. People in Salak District. Op. Natan Banuarea (62 years old), opinions:

"According to the opung view, as long as this mother serves as a leader in making decisions, she is always open to her community, willing to listen to the opinions of the residents here, likes to hold meetings at the village office with the community. Moreover, the opung as the traditional stakeholder here, the mother wants to ask the opung about what must be done for the community." (Interview on June, 2025)

This statement illustrates that the community views the leadership character of Mrs. Herlita HI Banuarea who is transparent in making decisions to the community, even Mrs. Herlita is also a leader who accepts all suggestions and inputs from the community. In the sense that Herlita's mother is a leader who accepts all critical thinking and innovation from her community.

This opinion was also affirmed by a statement from one of the employees at the Salak District office. Abdulrahman Kudadiri (54 years old), the secretary of the sub-district, opined:

"In every activity that will be carried out, this mother always makes internal meetings for her employees. Even in making decisions she is also open, the mother will ask us one by one like this, what do you think? What about this father? Does mom agree too? Because in holding activities in the mother's sub-district, it must start with a meeting with the employees, so that there are no clashes." (Interview on June 16, 2025)

This explanation shows that Mrs. Herlita provides a stimulus to her employees, namely by providing opportunities for employees to give opinions and arguments. In this case, Mrs. Herlita as a leader trains her employees to be able to think critically and innovatively. Even in making decisions, Mrs. Herlita always consulted with employees.

This view is in line with the opinion (Jannah et al., 2024) A leader who often holds open meeting forums to each of his followers will provide positive ability in increasing innovation and critical thinking skills of his followers by listening to ideas, suggestions or inputs from each of his followers at the open meeting forum event. It is also strengthened through research conducted by (Baiduri & Ekomila, 2024) and (Rohmah & Lukito, 2025) Women leaders can provide encouragement and can become decision-makers by going through an open attitude.

Specifically, this condition is an important finding, where women leaders do not make their decisions unilaterally but ask for opinions from traditional leaders, the general public, men, and male staff in making decisions. The attitude of openness from the female sub-district head can provide a reflection of the style of a leader who is participatory and does not thirst for domination of power, but rather the attitude of a leader who prioritizes cooperation and respects

each subordinate regardless of gender.

This illustrates that the work of female sub-district heads can indirectly reduce the ego attitude of masculinity which is very strongly attached to the patriarchy culture of the Pakpak ethnicity, where in general men are always positioned as the party with the most full power in making a decision. The way the female sub-district head asks for male staff and the general public to be involved in the discussion even provides an opportunity to give a suggestion or criticism that can bring positive change. Therefore, the act of openness from the female sub-district head creates socio-cultural negotiations. Women's participation as a leader is no longer a threat to masculine identity, but as a first step to begin to accept the ability to be a leader not only in the limited butt of gender, but seen from the capacity to communicate and how to develop working relationships.

4) Individualize Consideration

In this context, it explains the leadership character of a leader who does not only command and rule. However, a leader can provide training and attention to his followers. The people of Salak District also view that Herlita's mother is a different leader from the previous leader. Where Herlita's mother is a leader who has a caring attitude and raises community complaints. Op. Solin (71 years old) thinks :

"Listening to the complaints of the community, especially for the next generation, the Sub-district Head urged the Regent to make a free library because of the difficulty of access in increasing knowledge and providing the development of PDAM in our village. Even the mother provides training such as stunting prevention because the biggest problem here is stunting." (interview: June, 2025)

The above statement gives an overview of the attitude of the female sub-district head across patriarchal cultures is seen as the attitude of a mother who pays attention to the problem of *stunting*, but when viewed from paying attention to the community and listening to community complaints about stunting, even public facilities are the essence of a transformational leader who puts welfare and builds real public services. Just like the opinion of an employee of the Salak District office, Rickardo Bancin (42 years old) opined:

"If there is a problem experienced by the employee in the field, the mother does not allow her members in difficulties, the mother is willing to help, and even later the mother will be willing to provide guidance to us employees" (Interview: June, 2025)

This statement gives an idea that Herlita's mother is a leader who has a caring attitude towards individuals and groups of employees, not letting her employees face their own problems. Even the sub-district head provides guidance to his employees.

Specifically, the community and employees of the Salak District office view that the sub-district head is a leader who is not hands-off, but the sub-district head is a leader who gives attention, training and even attention to. The attention given by the Sub-district Head is to provide facilities and public development that can help the community. Meanwhile, the employees give attention and concern to employees personally by asking whether the employee's condition has a problem or not, if there is a problem, the sub-district head will provide a solution. In addition, the sub-district head provides guidance to employees to overcome problems in carrying out duties in the field.

Transformational leadership theory by (Bass, 2006) strongly supports the leadership attitude of the female sub-district head. Mrs. Herlita HI Banuarea is a leader who is successful in carrying out her leadership duties to the community and to her employees, this is because Mrs. Herlita is a leader who has transformational leadership character/traits. Even women's leadership looks more positive and can bring change to followers

5) Challenges Faced by Female Sub-Districts in Carrying Out Their Leadership in the Midst of Patriarchal Culture in the Pakpak Ethnic in Salak District

The Pakpak ethnic group has a patriarchal kinship structure system, which positions men as having higher rights and positions than women. The election of Herlita HI Banuarea as the sub-district head in Salak District is the first time a woman has been elected as a leader in Salak District. Therefore, of course, there are challenges that must be faced by the Herlita HI

Banuarea sub-district head in carrying out her leadership duties. Herlita HI Banuarea (51 years old) sub-district head, opinioned:

"It is true that the patriarchal culture of the Pakpak ethnic is still strong. However, in terms of patriarchal culture, I do not get any challenges or even obstacles to carry out my leadership, because in my opinion the patriarchal culture in the Pakpak ethnic group is not an obstacle for women to become leaders, because the pakpak ethnic group has the motto "martampuk bulung merbennasangkalen" which means that everyone can position themselves according to their capacity and ability" (Interview: June, 2025)

This view provides justification that the Pakpak ethnic group is still strong with patriarchal culture and provides insight that patriarchal culture is not an obstacle and challenge for women to become leaders because it is strengthened by the Pakpak ethnic culture. The motto of *martampuk bulung merbenna sangkalen* is one of the cultural slogans of the Pakpak ethnic group that provides an understanding of gender relations/openness in the Pakpak ethnic community. According to the philosophy of the Pakpak ethnic community, the motto is an expression that can provide an overview of balance, harmony and order in the life procedures of the Pakpak ethnic community.

The principle of the motto of *Martampuk Bulung Merbenna Sangkalen* does not directly provide opportunities for women to be involved in the public sphere where, women are considered to be able to create and maintain social relationships, can bring calm and good communication. But by providing space for women, it is not an opportunity for women to have more opportunities in traditional forums. Therefore, the motto of *Martampuk Bulung Merbenna sangkalen* has two meanings in the Pakpak ethnic culture, where this motto can provide opportunities for women to participate in the modern realm and on the one hand women must pay attention to the boundaries of traditional culture which prioritizes men as the front line in the Pakpak ethnic customs system.

This is reinforced by (Budiarta, 2022) The patriarchal socio-cultural system does not provide any restrictions or differences between men and women, so in this case the patriarchal socio-cultural system does not provide any restrictions for women to be involved in organizations or leaders in the field of

government. However, the patriarchal cultural system only provides limits to women in the realm of customs.

Internal Factors, in this aspect Mrs. Herlita HI Banuarea experienced a challenge in carrying out her leadership duties to staff and employees at the Salak District Office. The number of staff and employees in the Salak District office is around 22 people, this is not an easy thing for Mrs. Herlita HI Banuarea as a leader who has to unite the thoughts of leaders with 22. Herlita HI Banuarea (51 years old) Sub-district Head, said:

"The biggest challenge I feel is carrying out my leadership to the employees in this sub-district office, where my lack of frequency with my ranks in completing the tasks that I have given. Furthermore, the lack of discipline of employees in filling out digital absences/fingerprints, many employees lying to fill out attendance is the biggest challenge I feel. So the solution is that I always give a work agenda and always provide meetings" (Interview: June, 2025)

This statement illustrates that the challenge in terms of internal factors experienced by Mrs. Herlita is the difficulty in building a more disciplined and professional bureaucratic culture. It should be implemented in filling out digital attendance / *fingerprnt* as a form of implementing good changes towards modernization administration that can provide an improvement in open and transparent ways of working.

But the implementation of these policies did not go easily. Therefore, the way carried out by female sub-district leaders is always to provide examples of change and build awareness among male and female employees that discipline is one of the attitudes of responsibility that must be applied in the public sphere, even if it is carried out, the attitude of discipline will bring a process of change of example and create harmonious communication between superiors and subordinates. The actions given by the female sub-district head to their subordinates are by giving real examples such as coming on time, inviting

External factors, the challenges faced by Mrs. Herlita HI Banuarea in carrying out her leadership duties to the community in Salak District, where the number of people in Salak District is around 10,926 people. Mrs. Herlita HI Banuarea (51 years old), said:

"The challenge in the community is the

difficulty of the community accepting and implementing the motto of Salak Berkarya that I have made. In this motto, I want to invite the community to change Salak District into a clean city. This is difficult for the community to follow because the mindset of the community has not moved on to the old habits. So the solution, I must not give up and always invite the community and I must also be a listener to the community's complaints." (Interview: June, 2025)

This expression shows that the challenge faced by Mrs. Herlita in carrying out her leadership duties to the community is the lack of response and the desire for involvement of every individual community in supporting or carrying out the motto of Salak Berkarya that has been set by the sub-district. In addition, the mindset of the people who are still accustomed to old habits so that it is difficult for the community to be invited in the form of changes for the better.

Changing the old mindset is one of the biggest challenges of a female sub-district head, where the community is more or less still influenced by the way the sub-district leadership works and is influenced by patriarchal culture. These problems will create a sense of doubt from the public.

Based on transformational theory, it is considered that these problems emphasize the ability of leaders to present a culture of social organization. In the sense that in this theory, the task of a leader is not only to carry out his duties in administrative functions, but a leader can create changes in the way of thinking, behavior, and deeds. The way carried out by the female sub-district head to overcome these problems is through a deep and communicative approach. The approach taken by the female sub-district head is by providing concern for the community and the ability to build harmonious relationships.

6) The Views of the People in Salak District on the Election of Female Sub-district Heads in Salak District in the Midst of a Strong Patriarchal Culture

The people in Salak District are generally ethnic Pakpak, where the Pakpak ethnic group is one of the ethnicities that still adheres to a strong patriarchal culture. The patriarchal culture in the Pakpak ethnic group is the position of the community, where the position system in the Pakpak ethnic group is prioritized by men, men

have higher rights and power than women. One of the unique things in this study is the election of female sub-district heads in the midst of a patriarchal culture that is still strong.

The community gives a positive view and response to the election of women as leaders in local government in fact, the community does not feel objections or problems to the election of women as leaders. If it is associated with patriarchal culture, men in Salak District also do not feel objectioned or do not feel like rivals if women become leaders. Peri Nando Berutu (34 years old) views:

"It is true that we Pakpak are still strong with a patriarchal culture. I personally don't feel bothered if women become leaders and I don't feel inferior about it either. Because the mother was chosen because she has the ability to support one of them is her education and work experience." (Interview: June, 2025)

This statement gives the truth that the Pakpak ethnic group still cultivates a strong patriarchal culture, the society has been open and positively accepted the election of women as leaders. In line with the opinion of Benti Boangmanalu (54 years old) argued:

"When women were elected as sub-district heads in Salak District, I felt happy, but I was a little hesitant because it was the first time here that women could become leaders, after I saw that the leadership of the sub-district head was very open, even the tasks were seen directly and money issues were more detailed. In terms of culture, this mother is still respectful and understands her position as a berru, in traditional events she still participates in the markebbas and still participates in washing dishes, cooking food and working in the kitchen even though she is a high-ranking official" (Interview: June, 2025)

This statement is strengthened by the views of traditional stakeholders in Salak District, Op. Solin (71 years old) opined:

"We who are the Pakpak tribe have a position system called Sulang Silima, where in this position system women do not have power or rights in decision-making in customs. So, my view of the election of Mrs. Herlita as the sub-district head is good, because since she has been a leader she has

brought many good changes, especially in terms of development and public services. In my opinion, in the cultural realm, I still accept women as leaders, but, unlike in religion, I strongly challenge women to become leaders, because I think priests are men" (Interview: June, 2025)

This view gives an idea that the kinship system of the Pakpak ethnic group is not an obstacle for women to be involved as leaders in the realm of organizations and even leaders in the government. Rather, the kinship system is used in the realm of Pakpak ethnic customs. In fact, the community views women's leadership as bringing positive changes to society and female sub-district heads are also seen as leaders who respect customs.

The views of the community and indigenous stakeholders can be strengthened by research conducted by (Budiarta, 2022) explained that the kinship system that exists in the Balinese tribe, namely the Purasa kinship system, is similar to the Pakpak ethnic kinship system which positions men to have the highest position. However, the kinship system does not provide restrictions or obstacles for women to work according to their capacity and abilities.

These findings reinforce the theory of transformational leadership by (Bass, 2006) that women's leadership can also demonstrate the four components of transformational leadership. In fact, the views of the community are very supportive of the leadership of the Perempuan sub-district head, as seen in the performance of the female sub-district head, which brings many positive changes. So that this view can illustrate that women's leadership is not weak and that bad.

CONCLUSION

The female sub-district head is the first sub-district to get a seat as a leader in the realm of local government. Based on the results of the research that the community in Salak District and Salak District office employees gave the view that Mrs. Herlita HI Banuarea is a leader who has the four characteristics that exist in the theory of transformational leadership. Even in carrying out his leadership duties as a sub-district head, of course, he gets challenges, namely challenges in terms of internal and external factors. However, in facing these challenges, the sub-district head has a solution, namely the solution

is also in the characteristics of transformational leadership, namely by opening meetings and also causing problems and being a listener to community complaints and even giving space and time to the community. But in terms of patriarchal culture, the sub-district head does not feel that there is a challenge. The community also views that the election of female sub-district heads as leaders in the midst of a strong patriarchal culture is not a problem in terms of patriarchal culture. It is a problem for the Pakpak ethnic community, namely women who are leaders in the realm of customary events. In addition, the community views that the leadership of this female sub-district is better than the previous sub-district where services, development and public facilities are more visible during the leadership of the female sub-district.

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