



Style of Women Leadership in Developing Community Organization: Case Study on Moeldoko Center

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ABSTRACT

This study explores women's leadership in community-based organizations through a case study of the Moeldoko Center. Based on the author's experience as Chairwoman, it highlights the challenges women face in patriarchal settings. Using PESTEL analysis and an ethnographic approach, the study reveals that from 2021–2024, collaborative and transformational leadership styles dominated. These styles fostered synergy, open communication, and strategic innovation—such as alternative food programs, legal aid, and Moel Coffee. Women's leadership emerged as a driver of inclusive and sustainable transformation. The research enriches leadership theory with a gender perspective and offers practical insights for similar organizations in Indonesia.

INTRODUCTION

Women's leadership in community-based organizations has become an increasingly relevant topic in both academic and practical discussions, particularly in the context of social empowerment. Although many women possess strong leadership potential, they continue to face structural barriers, gender stereotypes, and cultural norms that hinder equal access to leadership roles—especially within community settings that often operate under conventional patriarchal expectations.

Research has shown that women tend to adopt transformational and collaborative leadership styles, which emphasize inclusivity, empathy, and shared decision-making (Eagly & Carli, 2007). These traits can significantly contribute to organizational growth, innovation, and social impact. Nevertheless, women across the globe, including in Indonesia, still struggle to attain strategic leadership positions. According to national statistics (BPS, 2021), while female participation in community organizations is rising, only a small fraction hold top leadership roles—largely due to limited structural support, gendered perceptions, and persistent social pressure to prioritize domestic roles (Ridgeway & Correll, 2004; Hymowitz & Schellhardt, 1986; Hewlett & Luce, 2005).

In Indonesia, these challenges are compounded by cultural expectations and institutional frameworks that often favor male leadership. However, female leaders in community-based organizations are increasingly demonstrating the ability to lead effectively despite these constraints. Their leadership reflects a shift toward more inclusive and participatory models, capable of responding to organizational transitions and societal needs.

This study aims to explore how women exercise leadership in community-based organizations, particularly during times of institutional transition and strategic realignment. It focuses on identifying the leadership styles employed, the challenges encountered, and the strategies used to sustain organizational relevance, innovation, and social impact. The findings are expected to enrich gender-based leadership theory and offer practical insights for similar organizations across Indonesia and beyond.

LITERATURE REVIEW

Women's Leadership Styles

Leadership style, according to Sutrisno (2016), is a process through which an individual influences, guides, and motivates others to achieve expected performance outcomes. Leadership style theories focus on the approach leaders adopt in guiding their followers. In the context of women's leadership, numerous studies have shown that women tend to adopt more participative and collaborative styles, whereas men are more likely to employ authoritarian approaches (Eagly & Johnson, 1990). Transformational leadership—which emphasizes motivation, development, and engagement—is often practiced more frequently by female leaders. Sutrisno (2016) identifies five key leadership theories relevant to understanding female leadership:

Transformational Leadership Theory

First introduced by Bass (1985), transformational leadership emphasizes the leader's ability to inspire and motivate followers to achieve shared goals. Female leaders, through this approach, often serve as change agents who encourage organizational members to actively participate and engage in collective action. This style is particularly aligned with women's empowerment, as it supports individual development and long-term capacity building.

Participative Leadership Theory

According to Hersey and Blanchard (1977), effective leadership depends on the leader's ability to adapt their style according to the needs and maturity of organizational members. Female leaders who adopt a participative approach can effectively manage transitional periods within organizations by addressing both internal and external challenges with flexibility and empathy.

Collaborative Leadership Theory

Heifetz (1994) defines collaborative leadership as a style centered on shared decision-making, effective communication, and the cultivation of trust-based relationships. This approach is especially vital in non-profit or community-based organizations, where empowering members and building collective strategies are essential for sustainable program outcomes.

Empathic Leadership Theory

Empathic leadership refers to a leader's capacity to understand and value the feelings and perspectives of others. George (2000) emphasizes that empathy enhances trust, promotes supportive work environments, and fosters cohesive teams. Female leaders often exhibit higher emotional intelligence, making this style particularly effective in building strong interpersonal relationships and organizational loyalty.

Innovative Leadership Theory

Innovative leadership focuses on a leader's ability to foster creativity and drive organizational innovation. According to Dyer, Gregersen, and Christensen (2011), innovative leaders have a clear vision, are willing to take risks, and create cultures that embrace continuous change. These leaders actively seek new opportunities through observation, inquiry, and experimentation, making them catalysts for organizational transformation.

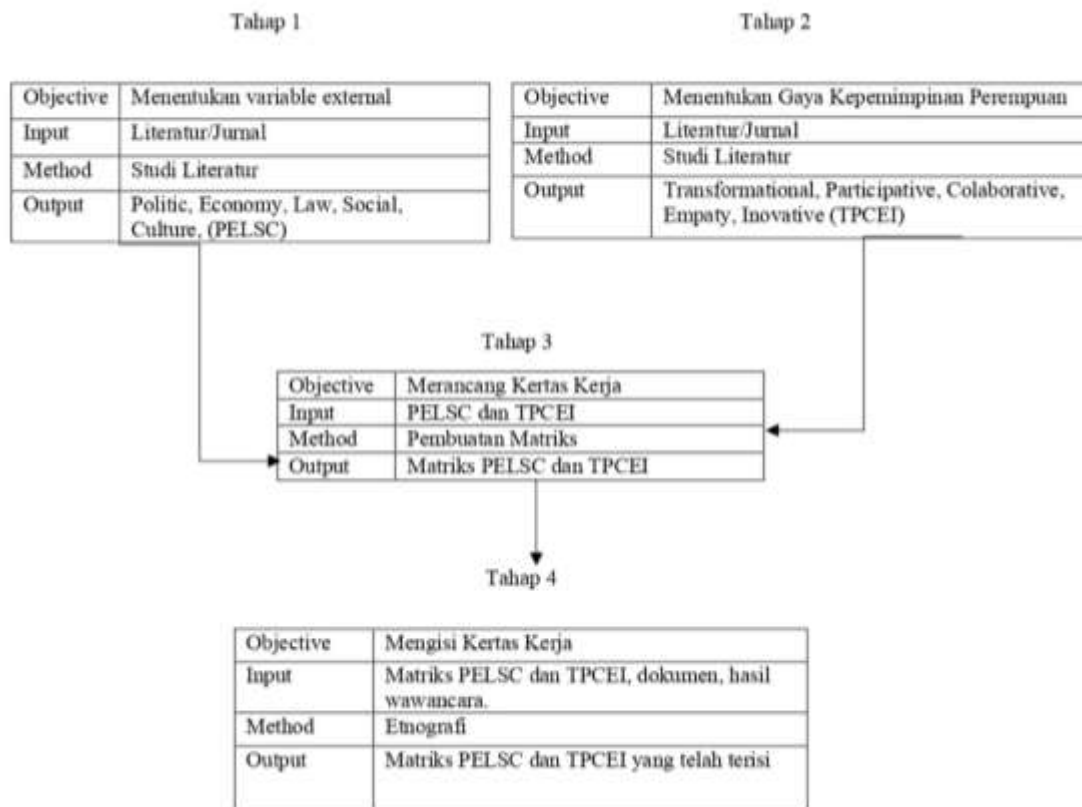


Figure 1. Theoretical Framework of Women's Leadership Style in Developing Community-Based Organizations: A Case Study of the Moeldoko Center

RESEARCH METHODOLOGY

Type of Research

This study adopts a qualitative ethnographic method aimed at identifying, analyzing, and interpreting recurring patterns or themes within the collected data. The analysis begins with familiarization through careful reading and review to extract initial insights, followed by a structured reporting of results, supported by direct quotations and connected to relevant theories or literature.

Ethnographic research seeks to understand culture, behavior, and lived experiences within their natural social context (Abdul Manan, 2021). It provides a holistic view of human culture by embedding the researcher within the participant's environment. In this study, ethnography is employed to explore the leadership behaviors of women within a community-based organization from a social perspective.

Ethnography, grounded in anthropology and sociology, is foundational to social science research and supports the development of mixed and multi-method research designs (Morse, 2015). Spradley emphasized its role in understanding multicultural societies and highlighted the importance of language and informant roles in uncovering cultural insights (Spradley, 1997; Koeswinarno, 2015).

In addition, a phenomenological approach is integrated to uncover the essence of lived experiences without the imposition of external assumptions (Creswell, 2015). Phenomenology allows researchers to deeply explore

participants' subjective meanings, particularly in understanding the consciousness of women leaders (Tuffour, 2017; Alase, 2017).

Research Object

The female leader occupying the highest leadership role (Chairwoman), considered a strategic and symbolic figure representing women's involvement in formal leadership within community-based organizations.

Operational Definitions

Challenges

Women face both internal and external barriers in leadership. Internal challenges include managerial skills, decision-making confidence, and access to leadership training. External barriers involve patriarchal culture, gender stereotypes, social resistance, and lack of institutional support.

Women's Leadership

Women leaders often adopt inclusive, collaborative, and empathetic styles. Indicators include participation in decision-making, team collaboration, ability to motivate, and successful program implementation.

Organizational Development

Organizational growth focuses on expanding networks, increasing community engagement, running impactful social programs, and ensuring sustainable management systems.

Community-Based Organizations

These organizations serve as platforms for women's leadership to evolve despite structural and cultural challenges, fostering empathy-driven and socially inclusive initiatives.

Data Collection Methods

In-depth Interviews

Following Kvale & Brinkmann (2015), interviews are conducted with the female leader and key members to explore their experiences, views, and leadership strategies.

Observation

Based on Yin (2014), direct observation captures daily activities, interactions, and leadership dynamics, offering contextual validation of interview findings.

Documentation

Document analysis involves organizational reports, archives, and media materials. According to Bowen (2009), documents support the triangulation of data and enrich understanding.

Data Analysis Methods

Thematic analysis (Braun & Clarke, 2012) is used to identify and interpret meaningful patterns. The process includes:

Data Collection

Objective recording of interviews, observations, and documentation to capture authentic experiences and leadership dynamics.

Data Reduction

Simplifying and focusing data by identifying key themes and discarding irrelevant information (Miles & Huberman, 1992).

Data Presentation

Data are organized into matrices and presented in descriptive text and visual forms (graphs, photos) to highlight key findings.

Data Verification

Drawing and validating conclusions based on the consistency and reliability of data patterns (Miles & Huberman, 1992).

RESEARCH RESULTS

Strategies for Sustaining Organizational Existence

First-Year Strategy: Building Trust

In the initial year, the primary challenge was earning the trust of the organization's founder and demonstrating the capacity to uphold their legacy. The chairwoman had to prove her leadership through consistent commitment and performance. Compounding this were internal threats—high-ranking members attempted to delegitimize her leadership, even aligning with external actors to destabilize the organization. To overcome this, she adopted several strategies:

1. Establishing Legitimacy: Gaining Trust Through Visible Dedication and Results

To solidify her position as a leader, the chairwoman had to prove that her leadership was not based merely on appointment, but on tangible contributions and outcomes. She consistently demonstrated work ethic, strategic thinking, and a deep understanding of the organization's goals. Her involvement in grassroots programs, hands-on supervision, and ability to mobilize volunteers helped her earn credibility from both stakeholders and beneficiaries. Legitimacy was built not through authority alone, but through the sustained delivery of impactful results.

2. Handling Internal Conflict: Confronting Opposition Transparently and with Assertiveness

When confronted with betrayal and political maneuvering from within the organization, the chairwoman did not avoid confrontation. Instead, she approached internal conflicts head-on by initiating open discussions, requesting

formal evaluations, and offering to step down if wrongdoing was proven. This transparent and confident approach prevented speculation, reduced internal tension, and projected an image of ethical and courageous leadership. Her assertiveness established clear boundaries and discouraged further power struggles.

3. Securing Strategic Support: Reporting Organizational Challenges to Founding Advisors

Recognizing the risk of fragmented governance, the chairwoman reached out to respected founding advisors and senior mentors for guidance and support. By doing so, she reaffirmed the organization's core values and ensured that leadership decisions remained aligned with its founding vision. This move not only protected her leadership from unilateral sabotage but also reinforced a collective governance structure where legitimacy is maintained through accountability and transparency.

4. Selective Leadership Environment: Removing Individuals Lacking Loyalty and Reinforcing Team Integrity

Following a period of betrayal and trust violations, the chairwoman initiated a realignment of the organization's internal structure. She evaluated each team member based on performance, loyalty, and integrity, and took bold steps to remove those whose actions threatened the unity and mission of the organization. She then rebuilt the core leadership team with individuals who shared her values, commitment, and long-term vision. This strategy created a healthier, more cohesive organizational environment.

5. Staying Mission-Focused: Remaining Committed to the Organization's Original Values and Vision

Amid political turbulence and internal strife, the chairwoman remained firmly anchored to the organization's founding vision—empowering communities and driving social innovation. Instead of allowing herself to be distracted by internal politics, she continued to design and implement programs that aligned with the original mission. This focus helped maintain organizational direction, built external credibility, and reassured supporters that the leadership was purpose-driven.

6. Resilience and Perseverance: Choosing to Endure and Lead, Even After Betrayal and Crisis

Despite facing personal attacks, defamation, and isolation, the chairwoman refused to abandon her post. She chose resilience over retreat, seeing adversity as an opportunity to grow stronger as a leader. Her ability to persevere through these crises not only stabilized the organization but also inspired others to remain loyal and engaged. This unyielding commitment to the organization's survival became a defining trait of her leadership and a model for other women in similar roles.

Table 1. Moeldoko Center's Women's Leadership Style Matrix Per Year 2024

Date	Activity Name		Transformational	Participatory	Collaborative	Empathy	Innovative
01 April, 2024	Awarding of Moeldoko Center Award to Marsma TNI AU M Taufiq	<i>Social</i>	☐	☐	☐	☐	☐
April 22, 2024	Moeldoko Center DPP Plenary Meeting for the 2024-2027 Period	<i>Politics</i>	☐	☐	☐	☐	☐
8 July 2024	3rd National Meeting & Anniversary "A Stepping Point to Grow Better"	<i>Politics</i>	☐	☐	☐	☐	☐
25 July 2024	Moeldoko Center Free Scholarship	<i>Economy</i>	☐	☐	☐	☐	☐
25 July 2024	Free Legal Aid	<i>Hukum</i>	☐	☐	☐	☐	☐
19 December 2024	Sorghum for Food Security of the Republic of Indonesia Moeldoko Center	<i>Economy</i>	☐	☐	☐	☐	☐
		<i>Culture</i>	☐	☐	☐	☐	☐

Data source : Moeldoko Center Documentation in 2024

Strategy Amid Political Transition

In the wake of shifting political dynamics that impacted the public perception of the organization's symbolic figurehead, the organization experienced a significant withdrawal of external financial support. Faced with the abrupt disappearance of donor funding, the leadership had to implement strategic responses to safeguard the organization's existence and future trajectory. The following adaptive strategies were employed:

1. Diversifying Funding Streams: Establishing Entrepreneurial Pathways for Sustainability

To mitigate the financial vacuum left by departing donors, the chairwoman initiated a strategic pivot toward social entrepreneurship by launching a coffee business. This initiative served a dual function: first, it generated alternative income to fund the organization's operational needs; second, it reinforced the organization's brand presence in a non-political context. The coffee enterprise was not merely a commercial venture but a symbolic representation of resilience, self-reliance, and innovation—a model for how

community organizations can adopt sustainable business models without compromising their mission.

2. Embracing Organizational Independence: Innovation Over Political Dependence

With the exit of external backers, the chairwoman emphasized the importance of internal capacity-building and program innovation. She encouraged the team to develop initiatives that reflected the organization's original goals and values, rather than relying on external influence or support. This shift toward autonomy helped the organization reframe its identity as mission-centric, allowing it to continue its social impact work without being constrained by political fluctuations or sponsorship agendas.

3. Upholding Leadership as Stewardship: Embodying Responsibility Beyond Position

Leadership during this period was reframed as stewardship, wherein the chairwoman viewed her role not simply as an administrative position, but as a moral and strategic responsibility. She regarded her position as a trust bestowed upon her by the community and upheld her duty to ensure the organization's continuity and relevance. This sense of stewardship drove her to persist despite limited resources, anchoring her decisions in ethical leadership and service to the public good.

4. Sustaining Public Trust: Maintaining Programmatic Integrity and Social Visibility

Despite the absence of high-level political endorsement, the organization continued to execute its core social programs—including legal support services, economic empowerment initiatives, and community-based training. These programs were crucial in maintaining public trust and reaffirming the organization's social mission. By demonstrating consistent community engagement and delivering measurable impact, the organization preserved its relevance and legitimacy in the eyes of beneficiaries, regardless of political associations.

DISCUSSION

Post-Transition Strategy

Following the departure of the organization's symbolic founder from public office, leadership faced the challenge of sustaining momentum while redefining the organization's identity and operational strategies. In response, a series of forward-looking approaches were implemented to ensure continuity, relevance, and growth.

1. Program Diversification: Deepening Social Impact

To remain socially relevant and mission-driven, the leadership expanded the scope of community programs, aligning them with national development goals and grassroots needs:

- **Food Security Initiatives**

The introduction of **sorghum cultivation** and the distribution of **M70D fast-harvest rice seeds** supported local farmers in improving agricultural productivity and resilience amid climate and economic pressures.

- **Free Legal and Tax Consultations**

Legal and financial empowerment became a key strategy through community legal clinics offering support for business legality, taxation, and small enterprise compliance—especially critical for marginalized entrepreneurs.

- **Labor Certification Programs**

Collaboration with national certification bodies allowed the organization to facilitate professional certification for informal and unskilled workers, thereby enhancing their employability and access to formal labor markets.

2. Financial Sustainability: Institutionalizing Entrepreneurial Solutions

Understanding that reliance on donations or political goodwill was no longer viable, the leadership emphasized the need for economic autonomy:

- **Expansion of Entrepreneurial Ventures**

Building on previous success with social enterprises, such as Moel Coffee, the organization strategically developed business units that could generate income while promoting community participation and brand recognition.

- **Revenue-Reinvestment Models**

Profits from these ventures were reinvested into social programs, ensuring a self-sustaining cycle that protected the organization from financial volatility and donor fatigue.

3. Maintaining Non-Political Identity: Institutional Neutrality and Strategic Alliances

In a politically sensitive climate, preserving neutrality became vital to legitimacy and community trust:

- **Reinforcing Organizational Neutrality**

The leadership actively distanced the institution from partisan affiliations, focusing instead on public service, capacity building, and civic education.

- **Strategic Collaborations**

Partnerships were pursued based on shared values rather than political interest, allowing for alignment with universally accepted social missions and broader stakeholder engagement.

Research Basis

The insights presented in this section were derived from a combination of in-depth interviews, organizational document analysis, and participant observation, all interpreted using a narrative-thematic qualitative approach. Given the researcher's dual role as both observer and active leader within the organization (an inherent feature of ethnographic inquiry), validation efforts were undertaken through peer review involving fellow leaders from prominent women-led organizations in Indonesia.

To further minimize subjectivity and ensure credibility, the researcher proposes conducting a comprehensive Focus Group Discussion (FGD). This step is essential for data triangulation and for enriching the interpretation of leadership dynamics from diverse perspectives within the field of gender-based organizational leadership.

CONCLUSION

Based on the research findings and discussions regarding women's leadership styles in developing community-based organizations, the following conclusions can be drawn:

1. **Collaborative Leadership Style in 2021**

In 2021, the dominant leadership style was collaborative, as defined by Heifetz (1994), focusing on shared decision-making, effective communication, and building harmonious relationships. Social variables indicated a strong social orientation and the ability to build synergy with various stakeholders.

2. **Transformational Leadership Style in 2022**

In 2022, the prevailing leadership style shifted to transformational leadership, as described by Bass (1985), which emphasizes inspiring and motivating followers toward shared goals. Politically, female leadership demonstrated the ability to mobilize members through strategic activities such as alliance building, regional structural consolidation, and inter-organizational collaboration.

3. **Collaborative Leadership Style in 2023**

The leadership style reverted to collaborative in 2023, highlighting effective communication and relationship-building. Social and cultural variables illustrated high levels of nationalism and inclusivity, reflecting strong community engagement and cross-sector collaboration.

4. **Collaborative Leadership Style in 2024**

In 2024, collaborative leadership remained dominant. Politically, female leadership exhibited strategic competence in maintaining organizational existence and building multi-stakeholder partnerships amidst complex dynamics.

5. **Strategic Leadership for Sustainability**

Strategic efforts undertaken by the organization's female leader reflected transformational leadership characteristics (Bass, 1985), emphasizing motivation, vision, and empowerment. These included initiatives in alternative food production (e.g., sorghum and fast-growing rice), free legal and tax consultation services, and labor certification programs. The establishment of a social enterprise (e.g., coffee business) also served as a sustainable income stream. All initiatives were executed using a collaborative approach, positioning the organization as adaptive, competitive, and oriented toward long-term sustainability.

RECOMMENDATION

1. For Organizations

Organizations should sustain their relevance by continuously innovating programs that address community needs and by strengthening cross-sector collaboration to broaden social impact.

2. For Women Leaders

Women in leadership roles are encouraged to continue developing their leadership potential by prioritizing empathy, effective communication, and active participation in strategic decision-making processes.

ADVANCED RESEARCH

Future studies are encouraged to explore the effectiveness of collaborative leadership styles and the broader contributions of women's leadership in social organizations. A comprehensive Focus Group Discussion (FGD) is also recommended to minimize subjectivity and enhance the validity of ethnographic findings

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