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Women's Leadership Styles in the Islamic Student Association (HMI) FIS Branch at the State University of Medan for the 2024–2025 Term

Najmi Wardina Nasution
Program Studi Pendidikan Antropologi, Fakultas Ilmu Sosial, Universitas Negeri Medan, Indonesia
Ratih Baiduri
Program Studi Pendidikan Antropologi, Fakultas Ilmu Sosial, Universitas Negeri Medan, Indonesia

Corresponding Author: najmiwardinanst@gmail.com

Abstract

This research aim For analyze style leadership women, factors supporters success, as well as obstacles faced in leadership women in the HMI FIS Unimed Commissariat 2024–2025 period. The research method used is qualitative with approach ethnography. Data collection techniques include observation participants, interviews deep with General Chairperson, administrators, alumni /seniors, and studies documentation. Data analysis techniques are carried out through analysis interview ethnographic, domain analysis, and analysis taxonomy. Research results show that style leadership women in the HMI FIS Unimed Commissariat the 2024–2025 period has characteristics dominant transformational with trend democratic-participatory. Characteristics This marked with approach strong emotional, priority deliberation in taking decisions, and effort building a sense of family. Supporting factors leadership This covering internal factors (intention, mental readiness, and experience) and factor external in the form of support structural from the HMI AD/ART which is not gender biased, support from seniors/alumni, as well as culture relatively small organization open for women. Meanwhile that, the obstacles faced covers challenge cultural in the form of gender bias and stereotypes negative to ability women, internal fragmentation (formation strongholds small), and burden Work intense psychological (emotional labor) for leader Woman in guard stability organization and image professionalism. This research conclude that although face challenge complex, leadership Woman can walk effective through support system organization and skills political in build consolidation collective.

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INTRODUCTION

Leadership Woman in organization student is a continuing phenomenon develop along with increasing awareness will importance gender equality in room public. In the context of academic, issues This No only understood as part from dynamics social, but also as indicator transformation culture more organizations inclusive and participatory. Women do not Again positioned as actor complement, but rather as subjects who have capacity strategic in the process of taking decisions and management organization (Author18 & Coauthor18, 2020).

In perspective normative Islam, leadership is basically No determined by type gender, but rather by the principle trust, fairness and responsibility answer. This is reflected in QS. An-Nisa: 58 which emphasizes obligation convey trust to those entitled as well as uphold justice in every decision. In addition, QS. At- Taubah : 71 confirms that men and women own equal roles in operate amar Ma'ruf Nahi evil as part from not quite enough answer social (Author10 & Coauthor10, 2024).

Strengthening legitimacy leadership Woman in Islam it can also be seen in the story of Queen Balqis in QS. An- Naml verses 23–44. Balqis is depicted as a wise, democratic and capable leader take decision through mature deliberation. Tafsir al- Qurthubi confirm that leadership Woman can accepted during own skills and wisdom, so that show that competence become factor main in leadership (Chandolia & Anastasiou, 2020a).

Although Thus, reality social show that leadership Woman Still face various obstacles that originate from construction culture patriarchal. Women are often perceived own limitations in lead, especially in formal and structural organizations. Conditions This show existence mismatch between principle normative that upholds equality with practice social conditions that are still gender biased.

In a way theoretical, leadership is element key in functioning organization For directing, influencing, and coordinating member in reach objective together. Leadership is also related close with ability a individual in build communication, motivation members, as well as create atmosphere conducive work environment (Kwan, 2020). In addition, the working style leadership reflect pattern interactions used by leaders in operate its role, including in taking decisions and resolutions conflict ((Kouni et al., 2022).

In context modern leadership, women often present different approaches compared to

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men. Research shows that Woman tend put forward style collaborative, communicative, and people - based leadership interpersonal relations (Fitriana et al., 2024). In addition, women also contribute in create culture more organizations inclusive and participatory (Author36 & Coauthor36, 2020)

Characteristics leadership Woman the become mark strategic in increase effectiveness organization. A community - based approach communication

and collaboration allows creation connection more work harmonious between members. This ultimately impact on increasing performance organization in a way overall, especially in organization based cadre formation like organization student.

In context organization Islamic Student Affairs, Association Islamic Students (HMI) is organization cadres who have role strategic in form intellectuality and leadership students. HMI has system structured and development - oriented cadre development mark Islam as well as Indonesianness. Although thus, in in practice leadership in HMI still often associated with domination man.

HMI Commissariat Faculty Social Sciences (FIS) of Medan State University is one of the interesting context For reviewed. Commissariat This own history long in development cadres and dynamics sufficient organization progressive. One of the the indicators is existence openness to leadership Woman since period beginning.

The election of Farida Hanum as chairman commissariat in the period 1977–1979 became milestone important in history leadership women in HMI FIS Unimed. Success the show that Woman own capacity For lead organization in a way effective. This momentum also becomes inspiration for cadre Woman other For involved in leadership.

Development furthermore show that participation Woman in leadership the more increased. This is marked with the more many cadre active women in activity organization and follow cadre formation process in a way full. Condition This reflect existence shift gender construction in organization Islamic students (Chandolia & Anastasiou, 2020b).

Phenomenon the return seen in the period 2024–2025 management, where women return selected as chairman commissariat. This show that formally HMI provides equal opportunity for all over cadre without differentiate type gender. However thus, in in practice Still there is various challenges faced Woman in leadership.

Gender stereotypes still exist be one of obstacle main in leadership women. Women are often seen as not enough firm or not enough capable in take decision strategic. In addition, the issue of marital status is also often become consideration cultural, although No own base

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normative in rule organization (Chandolia & Anastasiou, 2020c).

In level commissariat, opportunities Woman For become leader relatively more open. This is caused by space scope more organizations small and flexible. However, at the level of branch, claim more leadership complex often brings up consideration addition to Woman.

Condition the show that practice leadership Woman No only influenced by the formal rules of the organization. Culture organization and perception collective cadres also have role important in determine opportunity Woman For become leader. This is show existence inequality between formal and real equality empirical (Idris et al., 2022).

Phenomenon This in line with findings Fitriana et al. (2024) who stated that organization student tend apply equality in a way procedural. However however, still there is obstacle cultural influences access Woman to position leadership. Conditions This show importance further study deep about leadership Woman in organization student.

Based on description mentioned, there are gap research (research gap) which is still located limited studies that are specific discuss leadership Woman in organization Islamic students, especially at the university level HMI commissariat. Existing research generally Still nature common and not yet study in a way deep aspect cultural as well as practice leadership in a way empirical. Therefore that, is necessary research that is capable integrate aspect normative, structural, and cultural in understand leadership Woman.

Previous research like Fitriana et al. (Suhartono et al., 2023) more focus on style leadership Woman in a way general. Meanwhile that, Aulia Hanadita's study (2020) still nature common and not yet link it with context organization Islamic students. This is show existence room research that is still ongoing open For developed.

Therefore that, research This become important For done use study in a way comprehensive leadership Woman in the HMI FIS Commissariat of Medan State University for the 2024–2025 period. This research will analyze style leadership, factors supporters, as well as obstacles faced in practice leadership. With Thus, research This

expected capable give the whole picture about dynamics leadership Woman.

In a way theoretical, research This expected can enrich study leadership and gender in organization Islamic students. In general practical, research This can become base recommendation for development more organizations inclusive and gender -equitable. In addition, research this is also expected can push change paradigm more leadership adaptive and capacity - based individual (Alzoraiki et al., 2023).

RESEARCH METHOD

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This research use method qualitative. Creswell (2012) emphasized that study qualitative is method For test and understand meaning through inductive data analysis. Qualitative research is an evolving process in a way dynamic and organic, where the results study obtained from experience direct researchers with subject study.

This research use approach ethnography. Ethnographic methods is one of the characteristics typical study in anthropology that aims For understand life social and cultural something group in a way in-depth. Researchers use approach ethnography For understand How individual interact, build meaning, and operate activity organization in life everyday (Febrian et al., 2023).

According to Spradley ethnography system - focused knowledge possessed by individuals as part from culture they, which are obtained through the learning process social. Meanwhile that, Clifford Geertz emphasized that ethnography is effort For produce a "thick description" or description deep to practice social, so that capable reveal meaning the symbols contained in action human. With Thus, the approach ethnography in study This used For dig in a way deep practice leadership Woman in context culture HMI organization FIS Unimed Commissariat

Research location is the State University of Medan, Faculty of Knowledge Social. Election location research at the Faculty Knowledge Social Sciences (FIS) of Medan State University is based on considerations strong academic and scientific, in line with the principle of purposive sampling in study qualitative (MEWENGKANG et al., 2016). This location No only become center activity academics who have tradition long in study social and humanities, but also constitutes dynamic environment in activity organization student affairs, in particular Set Islamic Students (HMI). In addition, researchers choose location This Because location This allows researchers For involved direct in activity organization Set Islamic Students (HMI) FIS Unimed Commissariat, so that make it easier accurate data collection. This location No only a site of research, but also a site of transformation, where ideas about style leadership inclusive can tested, developed, and internalized in practice organization.

Informant research in essence is object and subject in the research process sustainable. Involvement informant study No doubtful Again will increase accuracy and efficiency of data required by researchers. Selection informant in technique ethnography is very different (Novaliana & Siskawati, 2022). Informants, who are considered as speaker original, requested For communicate in Language or dialect they alone and become example for researchers For imitated. In case this, researcher see self they as students who receive

information from educator they (informants). As a result, to understand in a way accurate

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attribute informant in something culture, researchers must withhold self For No demeaning they (Kohli, 2019).

Election informant in ethnography No must nature hierarchical, distinguishing between core informants, primary informants, and informants complement ; more Far again, informant own understanding intrinsic about culture they without need reflection conscious. According to Spradley, a informant must fulfil criteria following : (1) enculturation complete, (2) involvement direct, (3) exposure to environment culture that is not known, (4) commitment sufficient time, and (5) non - analytical disposition.

This research use technique ethnography For collect data, including observation participants, interviews in-depth, and documentation. This is only For get fact scientific from corner view the problem being researched

This research use approach analysis interview ethnography For data analysis. Spradley (Kulkarni & Mishra, 2022) argues that analysis interview ethnography is approach investigations originating from from various elements identified by informants. Analysis This allows researchers For identify various important data for the research process. Components main study ethnography This is manufacturing notes field written originating from from observation, recording, and documentation.

According to Spradley (Barkhuizen et al., 2022) domain analysis is a strategy used For get comprehensive understanding about subject or issues being researched. Researchers identify various category or topic For investigation more carry on with use statements and questions general that has been formulated previously. Improvement number of domains or identified categories correlated with longer duration required For his discovery.

In terms of this, researcher will gather information about origins and context leadership women in the environment Bond Islamic Students, FIS Commissariat, Medan State University. This domain analysis method will also enter mutually exclusive ideas related in the research process (Mousa et al., 2021).

Method of analysis taxonomy This including in domain categories that have been evaluated repeat For more detailed and for explain structure internally. This research covers observation and analysis concentrated from all data obtained in the specified domain. With Thus, the domain is specified functioning as reference for academics in do analysis more taxonomy appropriate (Baiduri et al., 2024).

Procedure data collection in ethnography This No can done with fast, because researchers must understand every remarks made by the informant during the research process

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RESULTS AND DISCUSSION

This research aim For describe in a way deep How style leadership women in the Association Islamic Students (HMI) Commissariat Faculty Knowledge Social Affairs of Medan State University for the 2024–2025 period, as well as identify factors supporters as well as obstacles faced in practice leadership said. The result data study obtained through interview deep with General Chair of HMI FIS Unimed Commissariat, administrators active, as well as alumni and seniors who have lead and accompany the way organization (Bodalina & Mestry, 2022).

Leadership Woman in the HMI FIS Unimed Commissariat is not phenomenon new. In historical, commissariat This known as one of the sufficient commissariat often give birth to leader women, even until level branch. However, even though in a way HMI's structural and cultural aspects are not limit leadership based on gender, practice leadership Woman still face distinctive dynamics, both sourced from internal personal leader and from environment organization.

Research result show that style leadership women in the HMI FIS Unimed Commissariat the 2024–2025 period has strong characteristics of the approach emotional, deliberation, and effort building a sense of family. On the other hand, leadership this is also faced with challenges in the form of complexity dynamics organization external, demands mental readiness, as well as problem demanding managerial firmness and consistency (Smith & Sinkford, 2022).

Besides style leadership, research this also found existence a number of factor enabling support Woman capable occupy and run position General Chairman, such as support organization, the role of seniors and alumni, the inclusive culture of HMI, and personal motivation. However However, there are also quite a few obstacles significant, starting from problem psychological, limitations time, load social, up to Still existence personal resistance from part cadres(Amin et al., 2022).

Therefore that, the result study This arranged to in three subsection main, namely : (1) style leadership women in the HMI FIS Unimed Commissariat, (2) supporting factors success leadership women, and (3) the obstacles faced in leadership women. Third subsection This expected capable answer in a way comprehensive formulation problem study.

Description of Research Location and Research Subjects

Set Islamic Students (HMI) is one of the organization student affairs the oldest and largest in Indonesia which has role strategic in dynamics intellectual, social, and political nation. Organization This was founded on February 5, 1947 in Yogyakarta by Lafran Pane together with a number of Student Islamic College (now part from the Islamic University of Indonesia). Organization This born in context beginning Indonesian independence with two objective main,

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namely maintaining the Unitary State Republic of Indonesia and enhance degrees people through development intellectuality and values Islam student.

Set Islamic Students Commissariat Faculty Knowledge Social Affairs of Medan State University is Set The Deli Serdang Branch of Islamic Students was inaugurated on 19 Rabiul Awal 1434 H or on 28 February 2013 M authorized by the General Chair of the Coordinating Body Set Islamic Students (HMI) of North Sumatra who became representative from Executive Board of the Association Islamic Students (HMI) at the Multipurpose Building of the Deli Serdang Regent's Office (Pranawati, 2019).

Since beginning establishment of HMI Commissariat Faculty Knowledge Medan State University's social development as one of the active commissariat in activity cadre development and training intellectual students. Commissariat This No only play a role as receptacle formal cadre training through Cadre Training (LK), but also as room formation character, discussion science, as well as strengthening values Islam and nationality among student.

In a way historical, commissariat This own dynamics sufficient organization progressive, especially in matter leadership and participation member. HMI Unimed FIS Commissariat known as one of the open commissariat to involvement Woman in structure leadership. This is seen from existence a number of period management that provides room for cadre Woman For occupy position strategic, including as Chairman.

Leadership Styles in the HMI FIS Unimed Commissariat 2024–2025 period

Leadership women in the HMI FIS Commissariat of Medan State University for the 2024–2025 period show distinctive characteristics, especially in matter approach emotional, pattern communication, as well as method manage dynamics organization. Based on results interview, style leadership Female General Chairperson tend oriented towards deliberation, listening aspirations, as well as formation climate family in organization (Place & Vardeman-Winter, 2022).

General Chairperson explained that his position as leaders in the organization big as HMI demands ability manage Lots interest at the same time. He disclose :

“This is one of the organization the first time I was big lead. Previously I Already Once become a number of chairman But in small scope like chairman class and also the chairman in group campus teaching. So for this HMI what we can be certain of is more Lots opinions that must be I accommodate. And my mental more formed in HMI especially in matter take decisions, and also in face constraints and dynamics from each field in undergoing a work program. So sometimes I overwhelmed and somewhat difficulties at the time that. Then also in face problem between I as

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chairman general and presidium in facing and managing input and suggestions from external like seniors and alumni rather A little difficult Because often makes our internal sometimes split Because difference method in respond to and manage suggestions and input the."

Statement the show that leadership Woman No formed in a way instant, but rather through the adaptation process to complexity organization. The " overwhelmed " condition experienced No reflect weakness, but is part from the learning process strengthening leadership capacity individual. Researcher see that experience This precisely become indicator the existence of a formation process reflective and adaptive leadership in face dynamics organization cadres (Susanto, 2025).

In the HMI structure, the retrieval decision become the main arena that shows in a way real style leadership a chairman general. Forums such as meeting daily, meeting administrators, up to Meeting Member Commissariat is room meeting various interests, ideas, and differences corner view. Therefore that, the way The General Chairperson positions self in this process reflect orientation his leadership, whether tend democratic, participatory, or authoritative ((Munir & Iqbal, 2018).

Supporting Factors Success Women's Leadership in the HMI FIS Unimed Commissariat

Leadership women in the HMI FIS Commissariat, State University of Medan, 2024–2025 Period can understood solely as results from the individual capacity of the General Chairperson, but rather as product from network factor mutual supporters related between personal, organizational, structural, and cultural aspects. In an organization cadre like HMI, legitimacy leadership No only formed by formal processes like election in the Meeting forum Member Commissariat, but also by a long social process in the form of reception cultural cadres, senior and alumni recognition, as well as functionality system organization.

Research result show that success and sustainability leadership Woman in the HMI FIS Unimed Commissariat, it is very much influenced by the strong internal factors of the leader, such as intention, mental readiness, experience organize, and ability adaptation in face conflict. Besides that, support external in the form of trust administrators, seniors, alumni,

and the environment institutional campus participate form room safe (support system) that allows Woman operate function leadership in a way relatively stable.

More far, factor structural and cultural organization play role strategic in normalize leadership women. HMI's AD/ART which does not gender differentiation, history long leadership women in HMI FIS Unimed, as well as the existence of KOHATI as room strengthening cadre women, forming ecosystem relatively small organization inclusive. Ecosystem This No remove fully

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gender barriers, but provide an important basis of legitimacy for leadership Woman.

Internal factors are foundation main thing that allows a Woman No only proceed as candidate chairman general, but also capable survive and run leadership in the middle complexity HMI dynamics. In the context this, internal factors do not limited by ability technical organization, but covers dimensions psychological, ideological, and emotional, such as intention process, sense of belonging to organization, readiness accept criticism, as well as mental resilience to face conflict and stress structural (Fitri & Frinaldi, 2019).

Female General Chairperson interpret his leadership No as personal ambition, but rather as continuation from a long process cadre development and service in HMI. This reflected strong in his narrative about motivation the beginning and formation of mental leadership

Barriers to Women in Leadership of HMI FIS Unimed Commissariat

Leadership Woman in organization cadre like HMI does not can released from dynamics social, cultural, and structural factors that surround it. Although in a way HMI normative through AD/ART does not differentiate leadership based on gender, in practice organization leadership Woman still face complex and layered barriers. Barriers the No always appear in form rejection explicit, but often present latently through interpersonal relations, construction stereotypes, conflict interests, as well as dynamics psychological organization.

In the context of the HMI FIS Commissariat, State University of Medan for the 2024–2025 period, the obstacles leadership Woman can mapped to in a number of dimensions main, namely : (1) obstacles cultural in the form of gender stereotypes and resistance symbolic, (2) obstacles structural in the form of internal conflicts and dynamics of the presidium, (3) obstacles psychological in the form of pressure emotional and mental burden, (4) obstacles communicative which has an impact on cohesion organization, and (5) obstacles personal social in the form of demands external roles organization.

Fifth dimensions obstacle This each other intertwined and formed Medan leadership that is not simple. Leadership women in HMI are not only problem ability leading, but also problems How survive, negotiate, and defend legitimacy in the middle complex expectations and pressures (Fitri et al., 2019).

Although HMI is structural open room equivalent for Woman For lead, in a way cultural Still there is residue understanding patriarchal views leadership as realm masculine. Stereotype that Woman more emotional, less firm, or not enough rational Still Work in a way implicit in dynamics organization. Obstacles This No always stated in a way open, but can seen from attitude,

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language body, and pattern interaction in official forums both formal and informal.

Statement This strengthened by Nizar Aldi, HMI Alumni The Unimed FIS Commissariat stated :

For example, indeed There is One or two men who are attitude Can seen that He Actually No fully accept led by women. They No Once in a way direct say that No agree or refuse, but his attitude can readable from method respond every directions. For example, instructions given No executed in a way maximum, postponed, or implemented half heart. In official forums, the responses that appear are also sometimes No in the form of rebuttal healthy argumentative, but rather tend break talks in a dismissive tone or condescending attitude like This Of course become challenge alone in leadership, because emerging resistance No nature open, but disguised. Rejection No stated in a way explicit, but realized in debilitating action authority leadership. In a situation said, a leader Woman sued For still professional, no provoked in a way emotional, as well as still put forward approach dialogic. Challenge kind of This No only question difference opinion, but rather related with construction social about leadership that is still influenced method view patriarchal. However

precisely through management situation like here it is capacity leadership tested and strengthened." Chairman General Della also reflects experience his personal statement : As women, often There is stereotypes that Woman That more lots of moods and emotions. It becomes challenge for I For truly capable control yourself to be emotional No influence decision. Because in position as leadership, every attitude always assessed. The problem is, when I A little firm or seen emotional, things That direct associated with my gender. As if That proof that Woman of course No proper lead. In fact, firmness is normal thing in leadership, not question man or women. That's where I feel must prove that professionalism and ability lead No determined by gender.

Nanda Yatira As Chairman Kohati emphasize statement Chairman general which states : Sometimes of course Still There is assumption that man That more suitable become chairman general. Although No Once spoken in a way openly in the official forum, views the still felt in dynamics organization. That thing Can seen from method some people responded policy, level trust given, or expression doubts that arise when decision taken by the leader women. The bias No appear in form rejection directly, but rather more subtle and implicit in interaction everyday. There is an impression that leadership man considered more 'natural' or more firm, while Woman must Keep going prove self. Situation like This become challenge alone, because what is faced No rule written, but method view that is still living within organizational culture.

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From the data seen that obstacle cultural Work in form resistance subtle symbolic However consistent. Rejection to leadership Woman No come on stage in form formal opposition or statement open, but through ongoing delegitimization slowly past attitudes, responsiveness, and patterns interaction daily. Directions are not executed in a way maximum, dismissive tone in the forum, or persistent doubts repeated become forms small which is accumulative weaken authority (Goryunova & Madsen, 2024).

Situation This show that leadership Woman No only tested on capacity managerial like ability managing programs and organizations but also on the aspect representational, namely How He perceived as symbol leadership That Alone.

More far, female General Chairperson face burden gendered burden of representation. Expression deep emotions context leadership nature reasonable like assertiveness, disappointment, or attitude hard in guard discipline precisely read as weakness when attached to identity women. While the leaders men, same expression often interpreted as firmness or authority. This is show existence standard double standard in evaluation leadership, where women No only assessed based on performance, but also through lens gender stereotypes that have more Formerly attached (Evans & Pfister, 2021).

In the corner In other words, in the HMI organization, the presidium has position strategic as the core of the taking decision. When it happens difference sharp in the presidium, then stability leadership is greatly affected. Female General Chairperson face dynamics enough internal conflict intense, especially in unite vision and interests of each field. Statement This agreed directly by the Chairman Della stated in general :

Obstacle the biggest that I feel precisely is in the realm of the presidium, especially when happen difference sufficient opinion sharp. In many situation, dispute That No always easy find point meeting. Everyone has each person's views and arguments, and as My General Chairman be in a position to be capable bridge all of them. That's enough exhausting is when the actual decision Already discussed and agreed upon together in the forum, in practice Still return questioned. That thing make I located in

awkward position. If I still consistent with forum decisions, there are the party who feels not enough accommodated. However If I open return room discussion, as if decision previously No own strength. Situation like This become challenge alone, because I No only sued firm, but also fair and capable guard solidity of the presidium (Dousin et al., 2022).

Taufik as Head of P3A at HMI FIS Unimed Commissariat in a way firm stated : Indeed often happen difference opinion that is basically Still in limit reasonable and true Can completed with

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Good through open communication. However in in practice, because each brings an ego and feels the argument is most appropriate, the problem that should be simple precisely become widen. Debate No Again focused on substance, but start touch personal aspects and maintaining position. In a situation like that, usually The General Chairman becomes the most highlighted party. Whatever results finally, the decision still attached to me as leadership. When conflict subside, it considered as matter normal, but when conflict enlarged, position The first General Chairman times questioned. That's where challenge leadership feels the heaviest, because must capable suppress ego, maintain atmosphere still conducive.

Leadership Styles in the HMI FIS UNIMED Commissariat for the 2024-2025 Period

In context organization student affairs in Indonesia, the role leadership No only just function administrative, but also as function social, ideological, and interaction collective leadership in organization such as HMI is influenced No only by formal structures but also by strong interpersonal relations, discourse ideological members, and participation active in the process of cadre formation. Leadership Woman in organization student in a way historical face stereotypes social associating leadership with men, but research at the HMI FIS Unimed Commissariat the 2024–2025 period shows A transformation style inclusive and participatory leadership (Chebbi, 2024).

Findings show that style leadership women at that time more dominant in the approach that is collaborative, deliberative, and communicative. Communication patterns in taking decision No top -down, but through forums for deliberation, consultation and strengthening relation with administrators and cadres. This in line with other research found that leadership Woman tend nature democratic and collaborative in context academic and organizational campus.

If associated with theory Kurt Lewin's leadership style leadership Woman in study This in a way dominant can categorized as style leadership democratic. This is seen from existence involvement active member in the process of taking decisions, use of deliberation forums as mechanism main, and existence room open for cadre For convey opinions and criticism (Lewin et al., 1939).

In Lewin's theory, leadership democratic marked by participation members, communication two direction, and taking decision in a way collective. Characteristics This in a way empirical looks in practice leadership women in the HMI FIS Unimed Commissariat, where the decision organization No determined in a way unilaterally by the leader, but rather through a deliberation process together (Tang et al., 2021).

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However Thus, the findings research also shows that style leadership Woman No fully is at in One category. In condition certain, especially when organization face situation urge or internal conflict that requires decision fast, the leader also pointed out trend style authoritative. In this situation said, the General Chairperson uses authority structurally For guard stability organization and ensure continuity of work programs.

With thus, leadership Woman in study This nature situational and complementary, namely combine style democratic as approach main with style authoritative as response to condition certain. This is strengthen Lewin's view that effectiveness leadership No nature single, but strongly influenced by context social and dynamics organization.

Findings This show that leadership Woman No only can categorized in a way normative as " democratic ", but also has ability adaptive in respond complexity organization. Ability For switch from approach participatory to approach firm show existence flexibility leadership is one of the indicator effectiveness modern leadership.

In context organization student such as HMI, flexibility This become important Because organization faced with dynamics intense discussion, differences views, as well as structure that is not always hierarchical in a way stiff. Therefore that, leadership Woman in study This No only reflect style leadership certain, but also shows ability in manage balance between participation and control organization (Wahidiyat et al., 2021).

In a way theoretical, style this can also associated with theory leadership transformational leadership developed by Bernard M. Bass and Bruce J. Avolio, in which leaders No only operate task administrative, but also building vision together, inspiring members, as well as grow motivation collective For create change positive in organization.

Supporting Factors Women's Success in Leadership of HMI FIS Unimed Commissariat 2024-2025 period

Success leadership women in the HMI FIS Commissariat of Medan State University for the 2024–2025 period are not born from sterile room from conflict, but rather growing in the middle forum dynamics, differences sharp opinions, as well as relation strong seniority. In the context of organization cadre such as HMI, leadership No just question ability administrative, but rather about How a leader build legitimacy social, maintaining stability emotional, and negotiating his authority before critical cadres. Therefore that, factor supporters success leadership Woman in study This must understood as results interaction between internal and external aspects organization.

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Obstacle Women's Leadership in the HMI FIS Unimed Commissariat 2024–2025 period

Leadership Woman in the HMI FIS Commissariat of Medan State University for the 2024–2025 period in room a social life that is alive, dynamic, and not Once fully neutral. He walk between tables frequent meetings filled debate, stare critical cadres, whispers small outside the forum, as well as expectations that are not always spoken in a way directly. Obstacles faced No only problem technical organization, but rather problem How authority negotiated in practice daily.

In a way cultural, barriers first thing that appears is the existence of gender bias at work in a way implicit. Never There is rejection open to leadership women. There is no official forum that states that Woman No worthy lead. However in practice interactions, signs small show existence resistance that is smooth. In some forums, when The General Chairperson conveyed directions with a firm tone, the response that emerged No always in the form of rebuttal argumentative equivalent, but rather expression face that shows disapproval, whispers between administrators, or long silence before decision executed. The instructions that should be can quick implemented sometimes postponed with reason technical, or executed without the same enthusiasm like when leadership run by men during the period previously (Yunita, 2024)..

Situation This show How gender stereotypes at work in unoccupied space always visible. When the General Chairman acts firm, attitude the more fast associated with " emotional " rather than " authoritative ". On the other hand, when He behave soft, appear assumption not enough firm in lead. In the context of this, leadership Woman is at in position dilemma : he must Enough firm For guard structure, but No may too hard so as not to stamped emotional. Condition like This in line with explanation of Role Congruity Theory which states that Woman in position leadership often face mismatch between expectation social to femininity and characteristics attached to the figure leaders (Altuzarra et al., 2021).

Phenomenon the can understood as forms of gender bias in organization students who are latent and symbolic. This bias No present in form formal rules, but rather in pattern interaction social everyday life that influences method member respond leadership women. In the context this, woman leader No only operate function leadership, but also must continously do proof to its capacity.

More furthermore, this gender bias create what is called as a double standard in leadership. Standards evaluation to women and men No are at the same point. The assertiveness that in men considered as authority, in women precisely can perceived as emotions. On the other hand, a communicative and empathetic approach to women often viewed as weakness, not as a leadership strategy.

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But what is interesting is that in context leadership women, issues structural kind of This often more easy personalized. When the conflict increased, figure The General Chairman becomes point focus criticism. Phenomenon (Shahin, 2020).

In a gender perspective, the condition This show that Woman leader face burden double burden. In addition to having to manage organization, they also have to manage perception to self they as leader. When it happens failure structural, women more fast made into center error compared to man in same position.

This matter show that gender bias does not only working at the interaction level micro, but also at the level of interpretation to performance organization. With Thus, the obstacles structural changes that occur No can separated fully from gender construction that influences method member understand leadership.

Obstacle next nature psychological and often not seen in a way visible eyes. In an interview, the General Chairperson admitted existence fatigue thoughts that arise No only Because work program load, but Because must Keep going guard stability connection between administrator.

Practice This show the existence of sufficient emotional labor intense. In the context of Woman leader, burden This often more heavy Because existence demands proof sustainable self. Women do not only assessed from results work, but also from method He display himself as leaders (Islami et al., 2022).

If all obstacle This viewed in a way comprehensive, visible that leadership women in the HMI FIS Unimed Commissariat the 2024–2025 period takes place in room complex negotiations. He face to face with latent cultural bias, dynamics full structural debate, as well as pressure psychologically demanding control emotion tall.

CONCLUSION

Based on overall findings research that has been described in chapter previously, well through analysis results interviews, observations, and review theoretically, can arranged a number of conclusion that answers formulation problem study this. Analysis process show that leadership women in the Association Islamic Students (HMI) FIS Commissariat, State University of Medan, 2024–2025 Period can understood in a way simple as phenomenon individual, but rather as construction socio - organizational influenced by dynamics culture, structure, and relations internal power.

Findings study This show that practice leadership Woman ongoing in full room dialectics

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between legitimacy normative organization, support collective, resistance cultural, as well as challenge psychological aspects that accompany it. With Thus, the conclusions are formulated No only summarize style leadership is applied, but also identifies factors supporters and obstacles that form effectiveness leadership mentioned. As for the conclusion study This formulated in a number of points main as following.

First, style leadership women in the Association Islamic Students (HMI) FIS Commissariat of Medan State University for the 2024–2025 period shows

dominant characteristics transformational with trend democratic- participatory leadership the characterized by the ability build moral role model (idealized influence), inspiring and motivating member through vision collective (inspirational motivation), encouraging thinking critical and innovative (intellectual stimulation), as well as give individual attention to need cadres (individualized consideration). Leadership style This in harmony with character organization collegial, student - based discussion, and emphasize cadre formation intellectual. Leadership Woman in context This No only functioning in a way administrative, but also transformative in build culture participatory and inclusive organization.

Second, the supporting factors success leadership Woman in organization the is multidimensional. In structural, cultural inclusive and participatory organization give room legitimacy based on competence, not gender. In psychological, leadership models such as self-efficacy, resilience, optimism, and resilience emotional strengthen capacity leader in face dynamics organization. In general relational, quality connection between leader - member exchange based on communication open and empathetic strengthen loyalty as well as commitment organization. In addition, changes paradigm generation more students egalitarian to issue gender equality also reduce resistance to leadership Woman.

Third, although leadership Woman in study This show significant effectiveness, still there is obstacles of a nature cultural, structural, and psychological. Barriers cultural appear in form gender stereotypes and expectations more social tall to women. Obstacles structural looks in dynamics informal hierarchies and networks seniority organization. Meanwhile that, the obstacle psychological covers pressure proof self and potential fatigue emotional consequence demands role double as students and leaders organization. However Thus, the obstacles the No nature deterministic, but rather can managed through approach leadership transformational, communication dialogical, and resilience strong psychological.

In a way overall, research This confirm that effectiveness leadership Woman in organization student No determined by gender alone, but by personal capacity, suitability style

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leadership with context organization, as well as support culture inclusive collective leadership Woman in the HMI FIS Unimed Commissariat The 2024-2025 period will be proof that organization student capable become room progressive social in practice equality and leadership based competence.

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