

# CHAPTER I

## INTRODUCTION

### 1.1 Background

This study aims to find out and analyze the Leadership Style of the First Female Regent in the Implementation of Border Government with case studies in the Nunukan Regency. Nunukan Regency is one of the districts in North Kalimantan province located at the northern end of Kalimantan island, which borders Directly Malaysia, especially the states of Sarawak and Sabah (Pemerintah Kabupaten Nunukan, n.d.). I chose the Nunukan regency for my research place because I found out how the government was held in Nunukan Regency when a woman first led it. Therefore, this study focused on women's leadership styles with their characteristics.

The 1998 reform of the Indonesian government system coincided with a shift from centralization to decentralization. The reform of the government system gave rise to regional autonomy, which was highlighted by the passage of Local Government Law No. 22 in 1999. The law defines regional autonomy as an autonomous authority that regulates and looks out for the interests of local communities in accordance with their desires and the applicable laws and regulations. The formation of a new autonomous region is expected to take advantage of great opportunities to manage the resources of each region to improve welfare in the community, including Nunukan, who was still joining Bulungan Regency. Regional autonomy regulating and managing the local community's interests has finally changed the government system from previously centralistic to decentralized. Decentralization does not cut ties with the center but moves away from the center. Government Regulation No.45 of 1992 states that to implement regional autonomy and efforts to improve the implementation of government, implementation of development,

and services to the community, regional autonomy needs to be placed in the region so that services and development from the government can be directly related to the community.

Nunukan Regency has an area of approximately 14,493 km<sup>3</sup>, and if pegged to the results of the Indonesian population census in 2010, Nunukan regency has a population of 140,842 people. In 2012 Nunukan regency officially became part of North Kalimantan Province and expanded the new province from East Kalimantan Province. Nunukan Regency is one of the areas resulting from the expansion of Bulungan Regency, which was formed based on the area, increased development, and improved services to the community. The expansion of the Bulungan regency was spearheaded by R.A Besing, who occupied the regent's seat in Bulungan Regency. In 1999, the central government imposed regional autonomy based on Law No.22 of 1999 on local government. As a result, the Bulungan regency expanded into two new districts, namely Nunukan Regency and Malinau Regency (BPK Perwakilan Provinsi Kalimantan Utara, 2012).

Since the expansion of the Nunukan Regency in 1999, until now Nunukan Regency has been led by four elected regents. The three regents were elected during the election, and one person was appointed regent as a temporary office to lead the newly blooming Nunukan district. Here is a list of regents who have served in Regency Nunukan when it has only bloomed until now:

Table 1. List of Regents of Nunukan Regency

| No. | Regent               | Deputy Regent           | Term  | Information  |
|-----|----------------------|-------------------------|---|--|
| 1   | Drs, Bustaman Arham  | -                       | October 12, 1999 – May 30, 2001                           | Acting Regent  |
| 2   | H. Abdul Hafid Ahmad | Drs. Kasmir Foret, M.M. | May 30, 2001 – May 30, 2006 – May 30, 2006 – May 30, 2011 | First Period; Winner of the 2001 Nunukan DPRD Election<br><br>Second Period; Winner of the 2006 Nunukan Election |

|   |   |  |  |   |
|---|---|--|--|---|
| 3 | Drs. H. Basri,<br>M. Si.                | Hj. Asmah<br>Gani  | May 30, 2011 –<br>May 30, 2016                               | Winner of the 2011<br>Nunukan Election  |
| 4 | Hj. Asmin<br>Laura Hafid,<br>S.E., M.M. | Ir H. Paridil<br>Murad, S.E.,<br>M.T. & H.<br>Hanafiah,<br>S.E., M.Si. | June 1 2016 –<br>June 1 2021 &<br>June 2 2021 -<br>Incumbent | First Period;<br>Winners of the 2016<br>election<br><br>Second Period;<br>Winners of the 2021<br>Election |

Source. (Edunintas.com, 2021)

On June 1, 2016, Hj. Asmin Laura Hafid, S.E., M.M. was elected as the regent of the Nunukan Regency after winning the 2016 Election and being the first female regent to lead Nunukan Regency. Hj. Asmin Laura Hafid, S.E., M.M. Ph.D. has a background in politics and is a former member of the East Kalimantan Provincial DPRD and a former member of the North Kalimantan Provincial DPRD who has much experience in leading. In addition to being a former member of the Provincial DPRD, his parents are also the former 2nd Regent of Nunukan Regency, namely H. Abdul Hafid Ahmad, who served for two periods starting from May 30, 2001, to May 30, 2011. As the current elected regional leader, Asmin Laura Hafid has the task of leading the government in Nunukan Regency in carrying out development in the border area in the way that he thinks is most effective. How to lead Asmin Laura Hafid to his pursuit of this gave rise to his leadership style from the elected Regent. His leadership style can be seen in how he arranges and relates to his pursuit of the head of the office and the Subdistrict head in Nunukan Regency. Therefore, set goals for the development of border areas will be influenced by the composition of the office and the subdistrict, as well as their interaction with pursuing the goal.

## 1.2 Research Question

The leadership style of every leader or regional head in Indonesia must have differences and ways of leading each. In addition, the leadership style is influenced by the different cultures of each region and other things that characterize the area. Hj. Asmin

Laura Hafid, S.E., M.M. is the first female regent of Nunukan Regency; therefore, it is interesting to research her leadership style as the first woman to become the regional head of Nunukan. In addition, his relationship with the head of the office and his pursuit of community leaders and the community itself must also be seen because the expansion of Nunukan Regency from Bulungan Regency cannot be separated from the role of community leaders within their communities. Based on the description above, the author formulated the problem of how the leadership style of the first female Regent of Nunukan Regency is in the implementation of border government?

### **1.3 Research Purpose**

This research has a purpose is:

1. To find out the leadership style of Regent Hj. Asmin Laura Hafid, S.E., M.M in the implementation of border government.
2. To find out the assessment of the ranks of the government under him, community, and community leaders towards the leadership of a female regent in Nunukan Regency.

### **1.4 Benefits of Research**

In this study, researchers expect to provide the following:

1. In the academic field, this research is expected to increase information and knowledge at the Faculty of Social and Political Sciences, especially in the Department of Government Science, University of Muhammadiyah Yogyakarta, regarding the Leadership Style of the first female regent of Nunukan Regency.
2. The results of this study can provide benefits and contributions to the development of science, especially those related to the leadership style of the Nunukan Regency and the leadership style of the female regional head.

3. This research is theoretically a study of Political Science and Government that will be expected to contribute to the leadership of the next elected regent and provide solutions to the shortcomings of the current regents.

### 1.5 Literature Review

To make it easier for researchers to conduct research, the need for basic guidelines in this study is a theoretical framework that serves as the basis and basis of the researcher's thinking. While the theoretical framework that forms the basis of the researcher's thinking in his research is as follows:

Table 2. Literature Review

| No | Authors         | Title  | Research Result   |
|----|-----------------|--|---|
| 1  | (Masruri, 2019) | Tipe & Gaya Kepemimpinan                               | This study uses descriptive qualitative research methods to discuss several types of leadership and leadership styles. Then the researchers concluded that the type of leadership is the style or pattern of leadership that a leader brings in influencing his followers. A leader's style in carrying out leadership is influenced by various factors, including educational factors, experience, age, character, or traits that exist in the leader. |
| 2  | (Mahsan, 2017)  | Gaya Kepemimpinan Bupati Batu Bara OK. Arya Zulkarnain | This study used descriptive qualitative methods and primary and secondary data types. The researcher then concluded the results of his research based on data from interviews with several official heads and community leaders in the Coal Regency, who explained that Bupatai OK Arya has a democratic leadership style. This democratic leadership style is then considered to bring renewal to Coal Regency. His leadership                         |

|   |  |  |   |
|---|--|--|---|
|   |  |  | <p>style also affects the economic sectors that are positively affected by the renewal by Ok Arya Zulkarnain, Kuala Tanjung port is one example of how the spirit of renewal is, as well as the health aspect where he suggested the establishment of fourteen new health centers in Coal Regency aimed at improving the quality of health of the community.</p>  |
| 3 | (Rijal, Alam, & Murfhi, 2013)  | <p>Analisis Kepemimpinan Bupati dalam Penyelenggaraan Pemerintahan Daerah di Kabupaten Pinrang</p> | <p>This research uses descriptive qualitative research methods to provide a real picture of the research conducted. The result of this study is that the existing leader in Pinrang Regency, namely H.a Aslam Patonagi in government administration, is a democratic leader, which is to the indicators set by researchers. Indicators set by the researcher and applied are, among others, such as providing motivation, appreciation, or intensive to those who achieve and make decisions openly and receive advice or ideas from SKPD or officials and communities related to their government.</p> |
| 4 | (Putri Cahyaningsih, Widya Aprilia Elsani, Ilma Santi, & Jariyah dan Fadillah Ahmad Nur, 2020) | <p>Peran Kepemimpinan Wanita di Era Modern</p>   | <p>This study aims to determine the leadership role of women in today's modern era. Because there is still much controversy from various parties if a woman becomes a leader, this research uses library research. The researcher then systematically identifies and analyzes documents and written materials containing information. This study produced data on women and men having different leadership styles, not always women with feminist attitudes, and men with masculinism.</p>   |

|   |                  |   |  |
|---|------------------|---|--|
| 5 | (Fitriani, 2015) | Gaya Kepemimpinan Perempuan                         | This research focuses on women's leadership styles and aims to find leadership styles that are typical of women. This research uses qualitative methods, and the types of data used are primary data and secondary data. This research shows that if the leadership style is distinguished by gender, then women who have leadership positions have their leadership characteristics. This is not due to gender/gender but rather the characteristics or demands of the work. This indicates the existence of a confining of work characteristics with a woman's leadership style.   |
| 6 | (Nizomi, 2019)   | Gaya Kepemimpinan Perempuan Dalam Budaya Organisasi | This study aims to discover how women's leadership style in an organizational culture where stereotypes regarding the dominance of men as leaders began to shift. This research uses a descriptive qualitative method and uses the theory of the Situational approach from Paul Hersy and Kenneth H. Blanchard with the subject of the head of the Library of SMP Muhammadiyah 1 Depok Yogyakarta. The result of this research is that the head of the Library of SMP Muhammadiyah 1 Depok Yogyakarta has a situational leadership style. Furthermore, implementing the leadership style in the Library of SMP Muhammadiyah 1 Depok Yogyakarta runs effectively, based on four factors: telling, selling, participating, and delegating. |
| 7 | (Said, 2020)     | Kepemimpinan Wanita Pada Wilayah Publik             | This research discusses the leadership of a woman, which until now has become a hot topic discussed in various   |

|    |                              |   |  |
|----|------------------------------|---|--|
|    |                              |   | circles. This research uses qualitative methods to manage the data collected. This study concludes that classical scholars emphasize that women should not be leaders for several reasons. In contrast, contemporary scholars view that women can become leaders with the condition that they can carry out leadership duties.   |
| 8  | (Syahril, 2019)              | Teori-teori Kepemimpinan  | This research discusses several theories related to leadership in general and the nature of leadership in Islam. This study concludes that leadership is a process of influencing and directing various tasks related to the activities of a group.  |
| 9  | (Harischandra & Utama, 2014) | Pengaruh Kepemimpinan, Motivasi Kerja dan Tingkat Kesejahteraan Terhadap Kinerja Karyawan | This study discusses leadership, work motivation, and employee welfare levels, using a quantitative approach to find free variables—methods of data collection with interviews, questionnaires, and observations. The result of this study is the presence of positive and significant influence simultaneously between leadership variables, motivation, and level of well-being on employee performance. |
| 10 | (Marjaya & Pasaribu, 2019)   | Pengaruh Kepemimpinan, Motivasi, dan Pelatihan Terhadap Kinerja Pegawai                   | This study aims to find out and analyze the influence of leadership, motivation, and work environment on employee performance. This research uses a quantitative approach that is descriptive and associative. Based on the data obtained by researchers and after analysis, conclusions were drawn about the influence of leadership, motivation, and training on employee performance;                   |

|  |  |  |  |
|--|--|--|--|
|  |  |  | leadership does not have a significant effect on employee performance, motivation also has no significant effect, but training has a positive and significant influence on employee performance. |
|--|--|--|--|

Based on the literature review table above, the overall distinguishing element of this study is partly because this study focuses more on the leadership of the first female regent in the Nunukan Regency. This shows that the main concern of this study is different from the literature review above. In addition, previous studies have had different research objectives from each other. For example, the literature study above has several objectives, such as examining women's leadership, analysis of the leadership of a regent, and the influence of leadership. At the same time, this study combines all of that and will produce a different study.

## **1.6 Theoretical Framework**

### **1.6.1 Leadership**

Daniel C. Feldman dan Hugh J. Arnold (Mahsan, 2017) explain that leadership essentially involves a leader consciously trying to get followers to work on something that the leader wants his followers to work on. If leadership is the process of directing and influencing activities in a group or organization, then three implications are applied, namely:

- Leadership should involve others, willing to receive briefings from leaders, and group members who help affirm the status of leaders and enable the leadership process.
- Leadership includes an unequal distribution of power between leaders and members. The greater the source of power, the greater the potential to be an effective leader.

- Leadership is the ability to use power to influence followers' behavior in various ways.

According to (Rasa, 2010), an effective leader is someone who has his power and can arouse his followers to achieve satisfactory performance. Such power can come from rewards, punishment, authority, and charisma. In addition, leaders must have honesty, a sincere, responsible attitude, knowledge, courage to act according to beliefs, and confidence in themselves and others in building the organization. The type of leadership will identify with one's leadership style in carrying out an interest. Various leadership styles are widely encountered in everyday life, ranging from small organizations in the campus environment to large groups such as the government. Here is some typology of leadership.

#### **a. Autocratic**

Autocratic in the Great Dictionary of Indonesian uses the word autocracy, which can also be called authoritarian, meaning unlimited power, which means a form of government with absolute power in a person (dictatorship). On the other hand, authoritarianism is a form of government with power in the leader itself done arbitrarily. According to (Dwiwibawa & Riyanto, 2008), Authoritarian leaders are arrogant leaders. Leaders like this can mix between personal interests and organizations. He also does not hesitate to do everything to achieve his goals. Usually, authoritarian leaders have some habits that he does, namely:

1. Demanding full obedience from subordinates
2. Being rigid in enforcing discipline, there is no opportunity for subordinates to come up with reasons or arguments
3. Loud in giving orders or instructions

4. If subordinates make mistakes, leaders of this type tend to use a punitive approach or give punishment.

5. Always principled win-loss, the leader must win, and the subordinate must lose.

In this authoritarian leadership, it is revealed that in carrying out his leadership, the leader acts as the ruler so that all actions and decisions on a problem follow the leader's will. Therefore, in this type of leadership, every subordinate must obey the rules and policies that made by the leader.

**b. Democratic**

The word democratic can be clearly illustrated that what the leader decides is based on things that have been agreed upon jointly with subordinates. This type of leader is based on the idea that activities in the organization will be able to run smoothly if decisions are taken jointly between leaders and subordinates. According to (Dwiwibawa & Riyanto, 2008), Democratic leaders humanely treat people, he recognizes and upholds the dignity and dignity of man. A democratic person does not believe that man is limited to material needs but realizes that there are still other physical, mental, social, and spiritual needs.

Leaders of this type are widely liked by their subordinates because all kinds of thoughts and ideas are decided together to achieve the desired goals together.

**c. Laissez Faire**

Laissez Faire (Free control) is the opposite of authoritarianism, if the authoritarian leader always dominates the organization, then the leader of laissez-faire gives power completely to his subordinates. Subordinates can develop their suggestions, and solve their problems even if orders or directives are almost non-existent. (Afifuddin, 2005). The nature of the leader who is laissez-faire seems

invisible because, in this type, a leader gives full freedom to his members in carrying out their duties. In this type, a leader believes that all his efforts will quickly succeed by giving freedom to subordinates.

Leaders with laissez-faire type usually make subordinates as colleagues because they are together in carrying out their duties to the desired goal. According to (Sutikno, 2009), the success rate of an organization led by this approach is attributable to the awareness and commitment of a few subordinates and not the leader's impact.

**d. Paternalistic**

Paternalistic leadership can usually be found in rural communities that are still traditional. Leaders with paternalistic types have a fatherly leadership style, protecting but also condescending; leaders prioritize common interests in carrying out their duties. According to (Dwiwibawa & Riyanto, 2008), This kind of leader has also always treated all his subordinates equally. Paternalistic leaders seek to treat all people and work units fairly and equally. Because this paternalistic has a fatherly nature, leaders like this tend to protect and regard their subordinates as their children.

**e. Charismatic**

In the Great Dictionary of Indonesian (Badan Pengembangan dan Pembinaan Bahasa, 2021) What is meant by charisma is the state or talent of a person who is then associated with the extraordinary ability in terms of one's leadership to arouse the adoration and awe of society towards him. According to (Dwiwibawa & Riyanto, 2008), A leader who has charisma is a leader admired by many followers even though they cannot explain concretely why he admires him. Leadership with charismatic type is a type of leadership based on one's charisma.

Usually, the charisma of a person can affect others. With such charisma, the person will be able to direct his subordinates. A charismatic leader has special characteristics, namely with his appeal that is very alluring to gain a large following and followers.

### **1.6.2 Leadership Style**

In research belonging to (Mahsan, 2017), explaining leadership style is interpreted roughly the same as the way the leader uses in influencing his followers, leadership style is the norm of behavior used by a person when the person tries to influence people's behavior as he sees it. A leader must apply a leadership style to manage or control his subordinates because a leader will greatly influence the organization's success in achieving its goals. According to (Tjiptono, 2006), Leadership style is a way that leaders interact with their subordinates. As for some leadership styles, among others:

#### **a. Continuum Leadership Style**

Two areas have disproportionate influence, first, the sphere of influence of the leadership, and second area of influence of the freedom of subordinates. These spheres of influence are used when the leader claims decision-making activities.

#### **b. Grid Leadership Style**

In this approach, the leader has a relationship with two things. For example, a manager has a relationship with production on the one hand and a relationship with people on the other side. Grid's leadership style emphasizes how leaders think about production and working relationships with their people. In this case, he must know the quality or policy taken, understand the processes and

procedures through research and creativity, understand the quality of service of his subordinates, and make work efficient.

### **1.6.3 Women's leadership**

The role of women in social life in development is not only a development process but also a strongly structured foundation. Women have the same ability to be at the peak of their careers. In fact, in many current cases in the organization, hard and rigid leadership no longer suits employees. Women's comprehensive leadership style and other positive values make them more suitable for leadership positions. According to (Fitriani, 2015), Women basically have the basic nature to succeed as leaders, they tend to be more patient, have empathy and can multitask, and can do several things at once.

According to (Hartono, 2021) in Jones dan Barlett Learning (2009) Women's leadership manifests the cult of globalization where there are no longer dichotomous boundaries. Although a female leader sometimes still feels alone in carrying out her duties. Joana Hoare and Fiona Gell mentioned that the birth of the terminology of women's leadership is a new phenomenon born of the bridge against male dominance, culture, science, and markets. The role of women now indirectly already has a different position that men cannot occupy. By providing opportunities and encouraging women to act as leaders, governments, and organizations. Here are five characteristics that women have, according to (Fitriani, 2015):

- a. The ability to persuade, female leaders are generally more persuasive when compared to men, and women are more ambitious than men. So his success in persuading others to say "yes" will boost his ego and will give him satisfaction.

- b. Proving that criticism is wrong, female leaders have a lower level of ego power than men, meaning they can still feel the pain of rejection and criticism. But a high level of courage, flexibility, and friendliness make them quickly recover, learn from mistakes, and move forward with a positive attitude.
- c. The spirit of teamwork, and great female leaders, tend to apply leadership styles comprehensively when it comes to solving problems and making decisions. They are also more flexible, thoughtful, and helpful to their staff. After all, women still have much to learn from men about the rigor of solving problems and making decisions.
- d. Great female leaders generally have strong charisma, as do men. They are persuasive, confident, and strong-willed to complete tasks, and energetic.
- e. Brave in taking risks, no longer in a safe region, women leaders dare to break the rules and take risks, just like men, while paying attention to detail. They speculate out of bounds and do not fully accept the existing structural rules.

Basically, women have the basic traits to succeed as leaders. In addition, they tend to be more patient, have empathy, and multitask.

## **1.7 Conceptual Definition**

The conceptual definition is writing about a concept briefly and clearly in the researcher's view and will be a limitation in research. On the other hand, conceptual definitions can make it easier to understand, interpret and describe theories in research. Here are some consensual definitions that closely relate to the topic to be studied.

### **a. Women's leadership**

In the current development, there have been many emergencies of women as believers in various fields, so women have additional duties in addition to being

homemakers and leaders. In an organization or institution, the stereotypes that express the dominance of men as leaders are still strong. However, these stereotypes are starting to shift, as in a survey conducted by Grant Thornton International released an annual report entitled "Women in Business 2018," which voices gender diversity in the business world.

## 1.8 Operational Definition

Table 3. Operational Definition

| Variable           | Indicator  |
|--------------------|--|
| Women's Leadership | Subordinate trust in leaders                     |
|                    | Effectiveness of a woman's leadership            |
|                    | The influence of leaders in moving a group       |
|                    | Relationship between leader and subordinates     |
|                    | Communication between superiors and subordinates |

## 1.9 Research Method

### a. Type of Research

This research uses qualitative approach methods in processing data from research results. The data to be collected in the study is not in numbers, but the data comes from interview manuscripts, field records, personal documents, memo records, and other official documents. Moreover, for the ultimate goal of this qualitative research is to give an empirical picture of the reality of the leadership style of the first

female regent in detail, depth, and completion. According to Denzin and Lincoln in (Anggito & Setiawan, Johan, 2018), Qualitative research uses a natural background to interpret phenomena that occur and are carried out using various existing methods.

This research will be conducted in Nunukan Regency and will use secondary and primary data in the research. Secondary data is sourced from research journals, local government websites, books, and newspapers related to the leadership style of the first female regent of Nunukan Regency, Hj. Asmin Laura Hafid, S.E., M.M. primary data sourced from interviews with the regent of Nunukan Regency, regional secretary, several Nunukan district districts, chairman of rt, State Civil Apparatus (ASN), community leaders and people of Nunukan regency. Data collection is carried out by direct interview techniques with people related to the research, then making observations and documentation.

Using descriptive qualitative methods, it is expected to produce detailed descriptive analysis conclusions on the analysis of the leadership style of the first female regent of Nunukan Regency in the implementation of government. The research used qualitative methods of systematic, factual, and accurate descriptions of the facts of the leadership style of the first female regent in Nunukan Regency. The purpose of descriptive research is to describe the nature of something going on in the study.

#### **b. Research Location**

This research is located in Nunukan Regency, specifically in the Nunukan District office and the South Nunukan District office with other relevant related elements. A unit analysis is the government administration in Nunukan Regency with the first female leader. Because Nunukan Regency first had a female regional head

who had made various progress in Nunukan Regency. Researchers will examine how the leadership of the first female regent in organizing government in border areas.

**c. Unit Analysis Data**

The area designated as an analysis unit in this study is Nunukan Regency, North Kalimantan Province, with the research subject being the leadership of Regent Hj. Asmin Laura Hafid, S.E., M.M. Ph.D., was the first female regent in Nunukan Regency.

Table 4. Sources

| No | Agency                     | Interviewees  |
|----|----------------------------|---|
| 1  | Nunukan Regency Government | 1. Secretary of Nunukan Regency   |
| 2  | State Civil Apparatus      | 1. Subdistrict Head of Nunukan and South Nunukan<br>2. Head of West Nunukan Village and Central Nunukan |

**d. Data Collection Technique**

**1. In-depth Interview**

The interview is one of the technologies to collect data. This technique is often used to obtain information from respondents (subjects to be asked for information). According to Lincoln and Guba in (Siregar, 2002), Interview techniques are used to reconstruct events, organization activities, people, demands, concerns, motivations, and much more. Interview techniques have several important properties when obtaining objective data in social research.

The study uses semi-structured interviews and will combine with questions prepared by researchers and broaden the questions and deepen questions while the interview is being conducted. As long as it does not diverge from the information required by the researcher, interviews in this study may be modified based on the researcher's needs and the circumstances surrounding the interview's execution.

Here are some questions that researchers should ask during the interview:

1. How is the implementation of government in the Nunukan Regency at this time?
2. What differences between previous and current regents in the implementation of government?
3. What do you think of the first female regent to lead Nunukan Regency at this time?

#### **e. Type of Data**

In this study has two types of data used by researchers, the data is primary data and secondary data.

##### **1. Primary Data**

Primary data is pure data derived from sources or other sources obtained directly by researchers conducting research without going through a second or third party. The source of primary data can be obtained from individual interviews with sources to get data that matches the data desired by researchers. Researchers will conduct interviews with several sources, such as Camat, Lurah, and State Civil Apparatus, community leaders, and the people of Nunukan Regency. The

completeness of data from interviews conducted by researchers greatly affects the quality of research.

## **2. Secondary Data**

Secondary data is data obtained from books, papers, and documentation related to research. The data obtained after the first processing means that the data retrieved comes from the second party. This data is used to support the main information obtained from libraries, literature, previous research, books etc., obtained from the documentation.

### **f. Data Analysis Technique**

According to Noeng Muadjir in (Rijali, 2018), data analysis is an effort to systematically find and organize the results of interviews, observations, and so on to improve the researcher's understanding of the case being studied and then present the data as a finding for others. According to (Sugiyono, 2013), Data analysis activities are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data on each data obtained following the variables studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been done.

In this study, data analysis was carried out after the data needed in the study had been collected. The data that has been collected is then analyzed using descriptive analysis, where the purpose of this analysis is to describe systematically, factually, and accurately the facts and relationships with the phenomenon being studied. In this study, the activity analyzed the data of the steps that the author did as follows:

#### **1. Data Collection**

This study obtained data from the Nunukan Regency Government, several community leaders, and the community itself. The data needed is information related to the leadership of the first female regent in the implementation of government in the Nunukan Regency. The data will be considered in assessing whether the leadership style of the first female Regent can carry out the government during her term of office correctly. So accurate data is expected to be obtained and strengthen the research results.

## **2. Data reduction**

This study's authors combine data obtained from other research sources and previous research, interviews, observations, and supporting documents in Nunukan Regency. The collected data is then selected as valid data according to the author's needs and then analyzed. Finally, the author continuously incorporates this data to reach conclusions that can be proven to be true.

## **3. Data Presentation**

In this study, the presentation of data aims to make it easier for the author to see the results of research that is the result of observations and interviews of researchers with the Nunukan Regency government, community leaders, and the community of Nunukan Regency itself. Thus the picture of the results of the study can be concluded.

#### **4. Drawing Conclusion**

The conclusion is the last stage in the study, where the researcher explains the meaning to be conveyed based on data that has been obtained through the interview and observation process. The final stage in the data analysis then produces a detailed description of leadership principles by the first female regent of Nunukan Regency in government administration. Is the regent of Nunukan Regency.