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**EQUALITY-BASED INCLUSIVE AND TRANSFORMATIONAL  
LEADERSHIP STYLE GENDER: STUDY OF KHOFIFAH INDAR  
PARAWANSA AS GOVERNOR OF EAST JAVA**

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**Abstract**

This study aims to analyze the inclusive and transformational leadership styles based on gender equality implemented by Khofifah Indar Parawansa in her leadership as the Governor of East Java for the 2025–2030 period. Amid the dynamics of regional development that demand the participation of all societal groups, leadership styles that are responsive to gender equality issues are essential to ensure the realization of social justice and equitable welfare. Using a descriptive qualitative approach through literature review and documentation



methods, this article examines the characteristics of Khofifah's leadership, which emphasizes openness, participation, and empowerment of vulnerable groups, especially women. The analysis reveals that Khofifah implemented innovative policies such as the Gender-Responsive Development Planning Forum (Musrenbang Gender), the "Women- and Child-Friendly Village" program, and "Jatim Puspa" (East Java Women's Business Empowerment), which have proven effective in increasing women's participation across various sectors. Additionally, her transformational leadership style is reflected in the strategic program "Nawa Bhakti Satya," aimed at building a more inclusive, just, and sustainable social system. This study concludes that the combination of inclusive and transformational leadership based on gender equality significantly contributes to creating effective, responsive, and equitable regional governance.

**Keywords:** Inclusive Leadership, Transformational Leadership, Gender Equality, Khofifah Indar Parawansa, Regional Governance

## INTRODUCTION

Amidst various global challenges and complex national developments, regional leadership is becoming increasingly crucial as a determining factor in the direction and quality of a region's progress. A regional head is not merely a manager, but a central figure who can translate vision into concrete action and mobilize all stakeholders. element public going to objective Which The same. Java East, as Wrong One province which makes a significant contribution to the Indonesian economy and culture, always at the forefront in face various demands development. In context government the area that Keep going develop in Indonesia, leadership Which inclusive become condition main achieve justice social And welfare Which evenly. Inclusivity No only means involving various community groups, but also specifically addressing gender aspects, ensuring that both women and men have equal opportunities and access to resources, participation, and development benefits. In Indonesia, the presence of female leaders at the regional executive level opens up opportunities to integrate gender equality perspectives into public policy.

Khofifah Indar Parawansa, who has been re-elected to lead East Java as Governor for the 2025-2030 term, is a figure with extensive experience in politics and public service. With extensive experience in central government, the legislature, and community organizations, she brings unique insights into managing bureaucracy and interacting with the public. As one of Indonesia's



leading female leaders, she champions experience as well as commitment strong to issues social, including equality. This new term of leadership is an important opportunity to evaluate how East Java's development vision and mission will be implemented.

This article aims to comprehensively analyze the leadership style of Khofifah Indar Parawansa as Governor of East Java for the 2025-2030 period, with a focus on inclusivity and transformational aspects based on gender equality. This research will explore How vision And mission Which carried translated to in strategic policies and innovative programs specifically aimed at improving gender equality and women's empowerment. Through this analysis, it is hoped that we can obtain understanding Which more comprehensive about dynamics leadership women in promoting the gender equality agenda at the regional level, while also contributing ideas to the discourse on effective, responsive, and equitable governance in Indonesia.

## **LITERATURE REVIEW**

### **Theory of Leadership Style**

Leadership is the action taken by a person with all his or her potential to understand, inspire, guide, organize, and motivate others to work with enthusiasm and conviction in achieving a common goal. It also includes the complex processes by which a leader influences others. for its members to realize vision, mission, and not quite enough answers organization for progress And unity (DM Chandra., 2024). Style leadership reflect method Which A leader's communication style is crucial for communicating with various parties. Choosing this style is crucial because it impacts organizational effectiveness, member morale, and the success of policy implementation. Various theories have categorized leadership styles based on their effectiveness in different situations. To analyze Khofifah Indar Parawansa's leadership, particularly in terms of gender equality, the following leadership styles will form the basis of the primary analysis:

#### **Style leadership Inclusive**

This style focuses on creating an atmosphere that allows everyone to feel valued, respected, and have equal opportunities to contribute, regardless of their origin, including gender. Inclusive leadership is a leader Which positioning equivalent with individual or group other, so as to encourage person the For try understand field from individual or other groups when facing a problem (Arasli



et al., 2020).

### **Style Leadership Transformational**

Transformational leadership is a type of leadership that inspires followers to realize noble values and aspirations such as awareness, justice, and equality (Sarros, JC, 2002). In the context of gender, transformational leaders can inspire change. norm social and culture that hinder equality.

### **Perspective Equality and Gender in Leadership**

This perspective examines how leaders, particularly women, can leverage their positions to incorporate gender issues into existing policies and programs. This covers knowledge about need unique Woman And man , addressing gender inequality, and encouraging women's involvement in decision-making processes (UN Women, 2015).

### **Relevance Theory in Context Leadership District head**

In Indonesia's decentralized system, regional heads play a crucial role in guiding development at the local level. The application of inclusive and transformational leadership methods, with a deep gender equality perspective, is crucial for realizing just, equitable, and sustainable development. Regional heads who internalize these values will ensure that public policies are not only gender-neutral but also actively responsive to the needs and challenges faced by women and men. This leadership approach enables regional heads to generate broad political and social support through engagement. public Which inclusive, motivating bureaucracy And public For committed on the gender equality agenda. Therefore, a deep understanding of various leadership styles is needed. This become foundation important in evaluate success a leader regions in advancing the agenda of gender equality and women's empowerment, as well as in addressing issues that may arise in the process.

## **RESEARCH METHOD**

This research uses a qualitative descriptive approach with library research and documentation. This approach was chosen to gain a deeper understanding of Khofifah Indar Parawansa's leadership style, particularly in the context of inclusivity and transformation based on gender equality in local government.



## Type And Approach Study

This research is descriptive qualitative, aiming to describe and interpret the meaning of a phenomenon from the perspective of the subject being studied. This approach allows researchers to explore in-depth the characteristics of Khofifah Indar Parawansa's leadership style, her gender equality values, and the implementation of her strategic programs.

## Method Collection Data

Data obtained through the main techniques:

- Literature study, namely by collecting various literature, scientific journals, books, news articles, government reports, and other reliable sources related to the topic of inclusive, transformational leadership and gender issues.
- Documentation, that is studying various document policy, program official East Java government, and Khofifah Indar Parawansa's speeches that are relevant to the research theme.

## Source Data

The source data in this research consists of:

- Secondary primary data, in the form of policy documents, official reports, scientific articles, and the results of previous studies that review Khofifah's performance and leadership style.
- Source additional, in the form of news media mass.

## Technique Analysis Data

Data analysis was carried out using the content analysis method, namely, examining the contents of the documents and literature collected to identify the main themes related to:

- Characteristics of inclusive leadership
- Practice transformational leadership
- Integration mark gender equality in policy
- Implementation programs to empower Women

Data is analyzed systematically through the following stages:

1. Reduction data
2. Presentation data
3. Withdrawal conclusion



## Validity Data

To ensure the validity of the data, source triangulation techniques are used, namely by comparing information from various document And reference Which different use verify its accuracy and consistency. Data validity is also strengthened by referring to leadership theories and gender from for expert like Original et al. (2020), Sarros (2002), and UN Women (2015).

## RESULTS AND DISCUSSION

### Style Leadership Inclusive Khofifah Indar Parawansa

Khofifah Indar Parawansa is known as a leader who emphasizes the principles of openness, empathy, and cooperation. Her leadership style is not authoritarian and hierarchical, but rather participatory and dialogical. This is evident in the various regulations she implements. during the take office as Governor of Java East, which involved the local community, religious leaders, women's organizations, and various other community elements. This inclusive leadership focuses on the participation of groups that have been marginalized in decision-making processes, including women, children, and people with disabilities.

One concrete example of inclusive leadership practiced by Khofifah Indar Parawansa is the holding of the Gender Development Planning Conference (Musrenbang), a forum for planning regional development projects that provides a dedicated opportunity for women to express their aspirations and needs. This forum focuses on key issues such as maternal and child health, domestic violence, economic injustice, and access to education and employment. Step This shows commitment Khofifah Indar Parawansa in ensuring that development in East Java does not only favor the majority, but also fulfills the needs of groups that have been neglected,

### Implementation Equality gender in Policy Khofifah Indar Parawansa

Khofifah Indar Parawansa's leadership style is heavily influenced by the principles of gender equality. She does not just fighting for rights Woman in various forum, but also implements these values through a series of affirmative action programs. One of the main programs is "Village Friendly Woman And Care "Children", who aim For Creating a safe, inclusive village environment that empowers women and children. This program includes skills training, reproductive health education, legal protection, and the provision of complaint



and rehabilitation service centers.

In side That, Khofifah Indar Parawansa Also launch program "East Java "Flower" (Java East Women's Business Empowerment Program) which offers business capital assistance, entrepreneurial skills training, and mentoring to women who run MSMEs, especially those who are Which affected by pandemic. Initiative This succeed increase participation economy women at the regional level, also helps reduce gender gaps in access to economic resources.

### **Style Leadership Transformational Khofifah Indar Parawansa**

Besides being inclusive, Khofifah Indar Parawansa also implements a transformational leadership style, which is aimed at motivating positive change in society. The focus is not only on solving problems temporarily, but also strives to create a more just, equal, and sustainable social system. Under his leadership, he introduced a broad vision through nine strategic initiatives called Nawa Devotion Satya, which covers sectors education, health, economy, social, and bureaucracy.

## **CONCLUSION**

Khofifah Indar Parawansa's leadership style as Governor of East Java for the 2025–2030 period reflects a powerful combination of inclusive and transformational leadership based on gender equality. Through a participatory, open, and responsive approach to the needs of vulnerable groups—especially women—Khofifah has been able to encourage policy that fair And sustainable. Programs like *Musrenbang Gender* , *Women-Friendly and Child-Caring Villages*, and *Jatim Puspa* are concrete examples of the implementation of gender-based policies that impact positive towards improvement women's participation in various sectors. In addition, her transformational leadership is evident in the implementation program strategic *Nawa Devotion Satya* which aims build system social A more inclusive and equitable leadership style. Thus, Khofifah's leadership style contributes significantly to realizing effective, responsive, and gender-equitable regional governance.

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