






## AGILE LEADERSHIP AND DIVORCE EDUCATION: STUDY ON WOMEN'S PERCEPTION

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### ABSTRACT

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The high divorce rate is dominant due to economic factors, but it is different from divorce lawsuits for women who are civil servants. They filed for divorce because they sued their husbands, the main reason being communication and lack of respect between them, so the attitude dimension became dominant compared to the domain dimension and tactic dimension. This research used a quantitative descriptive approach with data collection techniques of literature study, questionnaires, and in-depth interviews from 232 respondents. The collected data is presented in the form of frequency tables and graphs to facilitate analysis and discussion. The results showed that the divorce rate was more dominant due to the wife's lawsuit compared to the husband's lawsuit. Divorce is more due to economic factors, except for wives who have jobs as divorced civil servants. The female civil servant filed for divorce due to a lack of respect, needed a head of household who could meet the needs of her family, and needed leadership in agility. The goal of divorce education is to avoid an increase in the number of divorce lawsuits. Divorce education is intended for prospective husband and wife, unmarried couples, couples who are just planning a marriage, or couples who are married but do not have children.

**Contribution/Originality:** This research is one of the few studies that have found that the high divorce is due to the factor of leadership figures according to women's perspectives. The expected leadership figure is agility leadership, which consists of sensitivity, leadership unity, and resource fluidity.

### 1. INTRODUCTION

The marriage divorce rate has changed significantly along with the level of economic factors in Sidenreng Rappang Regency, Indonesia. Despite some previous studies, no one has examined the relationship between the two. Previous research was limited to the relationship between divorce and poverty (Hogendoorn, Leopold, & Bol, 2020), divorce due to modern life in Hong Kong (Hung, 2020), divorce due to domestic violence in India (Pathak, 2020) and divorce due to a lack of love, miscommunication, loss of trust in Denmark (Strizzi, Sander, Ciprić, & Hald, 2020) and several other studies. Specifically, research conducted in Malang, Indonesia, found several factors causing divorce, including adultery, alcoholism, drug addiction, and gambling (Purwanto, Supriadi, Mukharrom, & Marazi, 2020). This study explored the causes of divorce, divorce education, and agility leadership among civil servants, especially wives who work as public servants who sue for divorce from their husbands. This location was used because, based on existing data, the divorce rate is high.

Civil servants are assigned by the state to provide public services. With these tasks and functions, the divorce rate for them is very painful (Oren & Hadomi, 2020) and even has the potential to interfere with work activities. As a result of divorce, children will stay at home alone because they are left to go to work by their parents (Farris, 2013). The family structure will change because of divorce (Oren & Hadomi, 2020). Social pressure occurs (Arocho & Purtell, 2020). The nuclear family is no longer able to provide emotional support and care, which is its main feature (Farris, 2013). Psychological changes occur that many tools cannot help (Oren & Hadomi, 2020). There is also the potential to affect the income of the parents due to divorce (Gould, Simhon, & Weinberg, 2020). Divorce for civil servants will have an impact on performance, function, and income.

The way to deal with divorce for civil servants does not have to violate the rules and regulations that have been set before because it can have an impact on dismissal. So for them, the level of education plays a role in divorce patterns and marriage patterns (Farris, 2013). The importance and education of divorce, so that the bad effects or weaknesses of divorce can be eliminated. Divorce education is designed to improve childcare relationships (Schramm & Becher, 2020) after a divorce because divorce results in the separation of children from their parents. Despite the divorce for parents, the child's future remains a significant concern. The involvement of a figure of leadership is needed in situations of divorce between parents. Agile leadership consists of sensitivity, leadership unity, and fluidity resources (Debellis, De Massis, Petruzzelli, Frattini, & Del Giudice, 2020; Doz, 2020; Sharifi & Zhang, 1999). By making conceptual and methodological recommendations, we contribute to the literature on the analysis of reasons for divorce, divorce education, and leadership agility to avoid negative impacts on children, especially in husband and wife, who are civil servants. The selection of alternatives decides the occurrence of divorce. Uncertainty of child welfare, children's education and the distribution of inheritance is often the subject of problems in every husband and wife's divorce. Agile leadership figures (Jamaluddin & Pratiwi, 2020) for divorced parents can provide solutions to problems that occur. Therefore, the reasons for divorce, divorce education, and agility leadership figures are measured based on the perceptions of the civil servants who filed for divorce to assess and determine the type of variance. We also measured the variation in agility leadership figures expected by female civil servants who filed for divorce. The next segment will discuss the literature on theories supporting the reasons for divorce, the importance of divorce education, and agility leadership figures. By carrying out the methodological steps, namely collecting data, processing data, analyzing and interpreting data, and drawing conclusions. An explanation of the findings of the reasons for divorce, divorce education, and the importance of leadership agility is in the "discussion and conclusions" section.

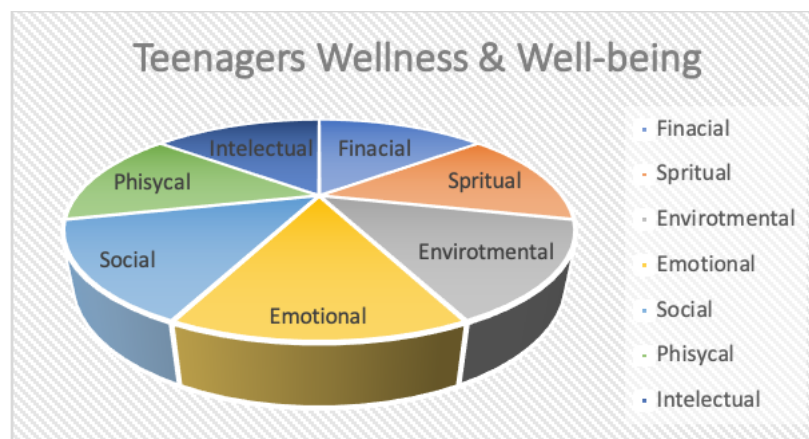
## 2. LITERATURE REVIEW

Divorce occurs because of lack of communication, conflict, a lack of respect, conflict mismanagement, and arguments about children (Hald, Strizzi, Ciprić, & Sander, 2020). Miscommunication is when the discussion between husband and wife is lacking or distorted (Hald et al., 2020; Oren & Hadomi, 2020). Conflict is the occurrence of violence on a partner or violence on children (Ordway, Moore, Casanovas, & Asplund, 2020). Conflict mismanagement is the inability to resolve disputes that occur (Ordway et al., 2020). Miscommunication about how to care for and educate children (Oren & Hadomi, 2020). The most common motives are lack of love, communication problems, lack of trust, and growing apart (Strizzi et al., 2020).

However, there are three main dimensions of the causes of divorce conflict, namely the domain dimension, the tactic dimension, and the attitude dimension (Hald et al., 2020). The first dimension, called the domain, is the problem of financial situation and childcare rights (Hung, 2020) and how to improve family finances (Goldberg & Editors, 2020). Because the financial situation can worsen family life (Nilsen et al., 2020) and how to regulate children's resilience (Kreyenfeld & Trappe, 2020). The second dimension called tactics is how to manage differences of opinion by promoting democratic principles (Farris, 2013) or managing differences by returning to religious rules or beliefs (Bone, 2020). The third dimension, called attitude, is the level of hostility with the ex-spouse

(Pathak, 2020) or negative emotions towards ex-spouse (Hald et al., 2020). Thus, the domain dimension, tactic dimension, and attitude dimension are the leading causes of husband and wife divorce conflicts.

Therefore, the importance of divorce education for husband and wife is in carrying out in the process of household life. Divorce education is implemented to improve harmonious relationships in childcare activities so that children continue to feel the love of divorced parents (Schramm & Becher, 2020). Divorce education can also be given to prospective couples and unmarried parents (Staheli & Averett, 2020), couples who are just planning a marriage or a married couple that do not have children (Farris, 2013), so that when they are married and have children, they understand domestic life and have knowledge related to divorce. Likewise, a harmonious relationship in post-divorce childcare is vital so that children continue to feel the presence of both parents, even though they have divorced. The harmonious relationship of divorced families can be illustrated in Figure 1 below:



**Figure-1.** Health and welfare model for adolescents from divorced families.  
Source: Subramaniam, Sumari, and Md Khalid (2020).

The needs in Figure 1, consist of standard requirements, like financial, spiritual, environmental, emotional, social, physical, and intellectual needs. These needs should be balanced (Subramaniam et al., 2020) while still paying attention to the growth and development of children from the results of parental divorce. Early childhood and adolescents desperately need a harmonious partner relationship in their developmental age (Goldberg & Editors, 2020). Therefore, divorce education for parents is necessary for the process of child development, especially in divorced families, where the child is still a teenager or younger. Agility leadership becomes an alternative, especially in the agility leadership pattern, which consists of sensitivity, leadership unity, and resource optimization (Debellis et al., 2020; Doz, 2020; Doz, Kosonen, & Virtanen, 2018). Leadership can help make decisive and informed decisions (Shams, Vrontis, Belyaeva, Ferraris, & Czinkota, 2020) and leadership which places an approach from an aspect of management perspective (Doz et al., 2018). Sensitivity is the sharpness of understanding, and following strategic developments (Debellis et al., 2020; Doz & Kosonen, 2010). Agility leadership is the head of the family whose sharp understanding and attention to children's development are based on changes in their environment.

Unity of leadership is a commitment to change (Doz et al., 2018; Doz & Kosonen, 2010) meaning that the family commits to keep the relationship with the family so that it remains intact even though the parents are no longer married. And finally, resources are the ability to redesign and reallocate all of the potential resources possessed (Debellis et al., 2020). The resources resulting from divorce should be used efficiently for the benefit of the family or child development.

### 3. METHODOLOGY

This study used a quantitative descriptive approach with the subject of this research being the wives who filed a lawsuit from January to April 2019, focusing on those who have education and employment as civil servants. To complete the data, overall, there were 232 divorce claims during the period as comparison material. Data was

collected using documentation, questionnaire, and in-depth interview techniques. The results of the processed data were presented in the form of frequency tables and graphic images to get variants of all respondents' answers. By using the help of a frequency distribution table, the results of the study were analysed by comparing them with data from a predetermined literature study. The conclusions after data analysis and in-depth interviews were linked to the theoretical framework of the review literature.

## 4. RESULTS AND DISCUSSION

### 4.1. Results

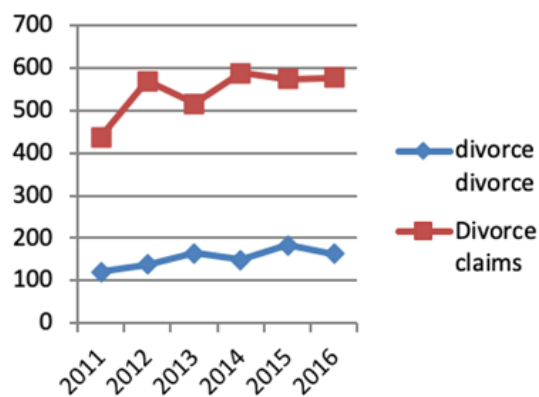
Based on data from the Religious Court office, the reasons for the breakdown of the marriage were divorces and lawsuits. While the lawsuit is his wife or lawyer suing her husband in the Religious Court, both are called divorce. The following are data on the number of divorces and lawsuits in the past six years (2011-2016):

**Table-1.** Number of divorce and lawsuit.

Year	Divorced	Lawsuit
2011	121 (21,6 %)	438 (78,4 %)
2012	138 (19,5 %)	570 (80,5 %)
2013	164 (24,1 %)	516 (75,9 %)
2014	149 (20,2 %)	589 (79,8 %)
2015	183 (24,1 %)	573 (75,9 %)
2016	163 (22,1 %)	575 (77,9 %)

Source: Office of the Ministry of Religion, Sidenreng Rappang Regency.

Table 1 shows that from 2011 to 2016, the lawsuits were higher in number compared to divorce. The lawsuits in 2014 were 24.1% decreased compared to 2013, which was 20,2 % but rose again in 2015 by 24.1% and dropped back in 2016 by 22.1%. The same thing happened in divorce, in 2013 amounting to 75.9% decreased compared to the previous year amounted to 80.5%, i.e. in 2012. In 2014 it experienced an increase of 79.8% and dropped again in 2015 amounted to 75.9% % then experienced an increase in 2016 of 77.9%. For more details, you can see the fluctuation in Figure 2 below:



**Figure-2.** Divorced and lawsuits fluctuation.

Source: Office of the Ministry of Religion, Sidenreng Rappang Regency.

According to respondents, divorce occurs due to several factors, including economic factors, narcotics, and so on. More details can be seen in the Figure 3. Figure 3 shows that economic factors are the highest reason (44%), followed by narcotics or alcoholism (18%) amongst 232 couples during 2019. Divorce due to domestic violence was 7% or as many as 17 people from 232 couples, and both cheating and emotional reasons were 5% or 15 couples each. Next 4% of divorces occurred because of jealousy and 3% each because of being out at night, not being transparent

in financial management, never making love, the husband remarrying and arranged marriage. Finally, there are four couples or 2% who claim divorce occurred due to gambling, and two couples or 1% due to mental disorders.

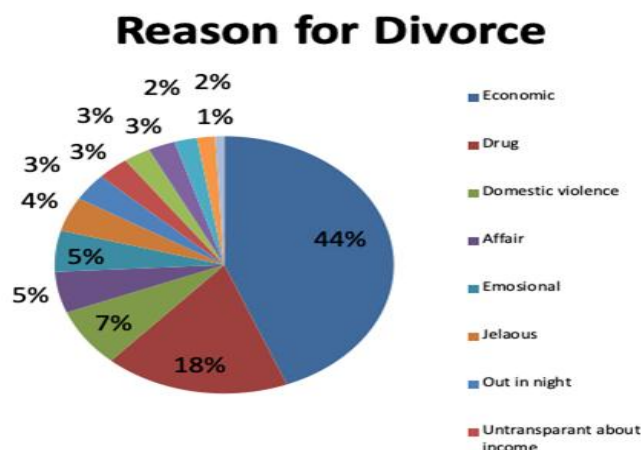


Figure-3. Reasons for Divorce.

Source: Office of the Ministry of Religion, Sidenreng Rappang Regency

Next is a search based on the type of work of the wife of the couple who filed for divorce in the religious court of Sidenreng Rappang Regency in 2019 can be seen in the following Table 2.

Table-2. Types of wives of divorced couples.

No	Types of job	Amount	Percentage
1	Housewife	174	75
2	Civil servant	11	5
3	Honorary	11	5
4	Employee	6	3
5	Seller	17	7
6	Tailor	4	2
7	another	9	3
Total		232	100

Source: Office of the Ministry of Religion, Sidenreng Rappang Regency.

Housewives number 174 or 75% of the wives in the total number of divorced couples. The wife was an entrepreneur in 7% of the couples or 17 people. Five percent of the wives were civil servants and honorary employees(11 people). Wives who were private employees were 3% and tailors were 2%, while wives in other types of work numbered about nine people or 3%.

For this reason, the focus on the wife's job as a civil servant shows that most economic factors are not the main reason for filing for divorce. As per an interview:

(1) "My ex-husband treated me like a child by giving me shopping money if I was going to the market or just being given when I asked. Indeed, it seems not to be trusted to manage household finances. But I do not question because as a certified teacher, I feel able to meet the problems of daily needs."

The reason for divorce is because of mistrust between husband and wife with wives treated as if they were children so that there is an offense that causes a divorce suit. In these conditions, civil servants can meet their economic needs.

(2) "When we got married, I was already a certification teacher by having the house I built with my first husband. Marrying this second husband, by not having a job, is not a problem for me. The important thing is that there might be men in my house and help me. So, at the beginning of our marriage, I always tried to give him jobs ranging from renting a pool, buying a car, and opening a garage. Still, not everything was taken seriously so that no business would succeed."

As a civil servant that is a teacher who has extra income because he has a professional certificate, a wife like this only needs a leader in her domestic life, especially since she has experienced marriage failure twice. The second husband was filled with all his needs, even given working capital but still carrying out divorce.

(3) *"I married an ex-husband who did not have a job. And that did not matter to me. Because I thought, besides being a civil servant, I also did a home business by selling chairs and buying a water refill business. By getting married, I hope there is a husband who can help me manage this business. But no because he is very lazy to work."*

A somewhat different situation in the interview results:

(4) *"My ex-husband is continuing his doctoral program education at a tertiary institution in Kalimantan. I know, continuing education with the S3 program requires a lot of money. So I take credit in the bank to help with tuition fees, which until now have not paid off. So how do you expect him to give me money because I am the one who helped pay for his studies?"*

Her ex-husband continued his doctoral or third-degree education at a cost derived from his wife because the wife had a job as a civil servant. To help her husband's school, they took a bank credit loan but were still unable to maintain their marriage because it did not match the expected figure.

## 5. DISCUSSION

The lawsuits are higher than the actual divorce numbers. This shows that the wife is more dominant in filing for divorce from the religious court than the husband. The wife sued for divorce because of communication, perceived conflict, respect, conflict management, and dialogue about children (Strizzi et al., 2020), lack of love, communication problems, lack of trust, and growing apart (Strizzi et al., 2020).

Figure 3 shows that the term divorce occurs because of financial non-transparent factors similar to economic factors 1. The narcotics or drunkenness factor being as high as 18% means it must be discussed and addressed, and drugs have the potential to cause domestic violence which is already a problem for 7% of the total population. If there is violence in the household, then it is closer to divorce as conflict management is the inability to resolve disputes that occur (Ordway et al., 2020). Figure 3 shows that the highest percentage of reasons for suing for divorce is due to economic reasons. The biggest concern is that the husband does not provide a living, is lazy to work, and does not have a job. Economic reasons in almost all households can be very influential in the continuity of the marriage. Although this view seems abortive, the fact confirms that the economy and divorce are two related things. Economic factors play a very vital role in the survival of a family. Other needs can be just ignored by those who are married, but economic needs are still as imperative with its essential and coercive characteristics.

The divorces also occurred because of the perceived conflict (Hald et al., 2020) as the husband does not have a permanent job, and the wife is only an ordinary housewife or who takes care of the household. This condition is called the domain dimension (Hald et al., 2020; Hung, 2020) namely the occurrence of divorce due to family financial factors experiencing inadequacy. The principle of democracy (Bone, 2020) to avoid divorce cannot be implemented as a tactical dimension (Hald et al., 2020; Strizzi et al., 2020). For the wives who are civil servants, economic factors are not the cause of divorce but rather caused by violations of irreparable respect or loss of trust (Strizzi et al., 2020). The results of interviews with respondents stated that they were married because they needed a male figure in their household. So if there is no respect between them, then the wife will file for divorce to the religious court. In this condition, the attitude dimension becomes dominant and negative emotions towards the former partner (Strizzi et al., 2020) are the leading causes of divorce although the domain dimension and tactic dimension are both still key. For wives who are civil servants, the purpose of divorce is dominated by the attitude dimension. They need a leadership figure in the household or a husband who can become a good head of the household. However, divorce claims are so high compared to divorce, that marriage education is needed, especially in Sidenreng Rappang Regency. Divorce education should be given to unmarried couples (Staheli & Averett, 2020) or couples who are just planning a marriage or a married couple but do not have children (Farris, 2013). This is needed to reduce the level of divorce lawsuits due to ignorance and lack of preparation to build a household.

Harmonization of domestic life can only be achieved if knowledge of the health and welfare model (Subramaniam et al., 2020) is exemplified in Figure 1 and meets financial, spiritual, environmental, emotional, social, physical, and intellectual needs.

The results showed that a wife who has a job as a civil servant needs a head of household who can help and be the ideal leader who needs to have sensitivity, leadership unity, and resource optimization (Debellis et al., 2020; Doz, 2020; Doz & Kosonen, 2010) as deft household leadership characteristics. The husband can make the right decisions (Shams et al., 2020) when his wife, as a civil servant, needs discussion by applying a tactic model to manage dissent by promoting the principle of democracy (Farris, 2013).

## 6. CONCLUSIONS

The lawsuit is higher in frequency compared to divorce, meaning that divorce occurs because it is more dominant in the lawsuit. The predominant causes of divorce are economic factors and narcotics factors that cause husband and wife conflicts. Wives who have a profession as civil servants are the leading proponents of divorce, though not due to economic factors. Still, because of communication and lack of respect between them, attitude dimensions become dominant compared to the domain dimensions and tactic dimensions. Divorce education is important for prospective unmarried couples, couples who are just planning a wedding, or couples who are married but do not have children. Divorce education is needed to reduce divorce rates and create a harmonious family by meeting financial, spiritual, environmental, emotional, social, physical, and intellectual needs. Harmonious needs are achieved if household leadership has a household head who is agility that can understand family needs, unite the family, and meet the needs of the resources needed in household life.

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