

The Headwoman Leadership Communication Style in The Rotation of Patriarchal Bureaucracy in West Java, Indonesia

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Abstract

Style of communication in the patriarchal context cannot follow the normative leadership, so that women must be able to exploit in the field. The aim of the study was to analyze the ability of women as leaders by describing the characteristics and to analyze the communication style of female Headman in Bekasi region. This research was conducted due to the increasement of government support for the role of women in sustainable development (SDGs). The approach to this research was qualitative, namely by conducting in-depth interviews with the female Headman. The sampling technique was conducted purposively. Result showed that Mrs. Sophi as female Headman in Jatiluhur Bekasi region had leadership characteristics, namely intelligent by having a master degree in educational background, broad social relations which were demonstrated by making direct visits to residents so that she knew the needed and what problems that were faced by the residents. The leadership communication style of Mrs. Sophi (female Headman in Jatiluhur Bekasi region) was a feminine-masculine communication style (situational female leadership communication), this was demonstrated through a direct communication style. The firmness of Mrs. Sophi in communicating with her residents was conducted by a situational approach.

Keywords: Communication style, Development, Gender, Leadership, Woman, west java.

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INTRODUCTION

Development will occur if there is a desire of individual or group of people to accept change. Changes are not only in material but also in mindset. Not all individual or group of society easily accept a new paradigm in their lives. The confinement of mindset and the cultural patterns as a result of social construction can slow the development process. The public view which is a social construction toward women so far is only in the domestic area. Women must be able to cook, sew, maintain cleanliness of the house (domestic area) and those abilities have been started since childhood. This culture is a demand so that women will be prepared to live in the next life, i.e. to be married and able to take care of their children. Existence of urbanization, immigration, science development and media is a material part that brings changes both in mindset and economic improvement in the lives of society as a whole. Changes in community environment will occur of course if the leaders of the community are able to bring their residents into a new life system in accordance with the development goals. The new scheme of sustainable development goals (SDGs) with 17 objectives, 169 measurable

achievements and deadlines found by the United Nations (UN) is the world development agenda for the benefit of humans. The aim of SDGs was jointly launched by the cross-governmental countries at the UN resolution issued on October 21st 2015 as a common development ambition. The Millenium Declaration in the United Nations Headquarters in 2000 was no longer valid since the end of 2015 and was signed by leaders from 189 countries [1]. Gender equality and empowerment of women are one of the world development agendas contained in point number five of these objectives, namely ensuring the gender equality [2-4] and empowering all women [5, 6].

Bekasi is one of the cities that provides opportunities for women who have education and the State Civil Apparatus to occupy the position of Lurah. The Headman or Placeman or stated in SKPD that the person that must be given assignments is a woman, or must be 30% of gender. I think it is because the capacity and capability. Infact, if the women are directed, there will be a high number of carrier women existed in civil servant, if the women were mobilized, they could do better and could have more strength than

men. Consequently, the chances for women to hold a position capacity is not because of the gender itself, but the ability, capacity and capability”

Previous research on leadership of women had been widely studied in the fields of Management, Philosophy, Culture and Education. Focus of the research is stereotype in leadership. Research on leadership of women in the field of communication science had not been widely conducted. Several study results were women and language style [7] communication styles of women and men [8-10] leadership of women on aspects of language [11, 12], and communication skills of women [13, 14]. Other studies in the field of communication science have not seen a focus on the analysis of women communication style related to the characteristic of leadership. This Objectives were to describe the leadership characteristics and to analyze the leadership communication style of the female Headman in Jatiluhur, Bekasi region in implementing the development programs

MATERIAL AND METHODS

There was 56 villages in Bekasi region which is led by the female Headman including Kaliabang, Bantar Gebang, Bintarajaya, Kotabaru, Margajaya, Kaliabang, Margamulya, Harapanmulya, Jatiluhur, Jatikarya, Jatibening Baru. Data collection was conducted purposively, namely in Jatiluhur due to the achievements and was assumed to have communication skills in implementing the leadership.

Qualitative research method were used to analyze the leadership communication skills which was seen from the leadership characteristics and the communication styles of female Headman. The qualitative research is a focus of general attention with various methods, which include the interpretive and naturalistic approaches toward the study subject. qualitative research is a research that aims to understand the phenomenon experienced by the research subject by descriptions of words and languages in a special context that is natural by utilizing various natural methods [15-17].

Study research examines the characteristics of a few cases. These cases can be individuals, groups, organizations, mobilization, events or geographical units. Study research is a qualitative approach which explores a real life, limited contemporary systems (case) or various limited systems (various cases), through a detailed and in-depth data collection involving various sources of information or multiple sources of information (eg observations, interviews, audiovisual material, documents and various reports), and reports the case descriptions and the case themes. The research focused on leadership communication of female headmen because it was contemporary. The

case studies include the case study in real life, in contexts or contemporary settings [18].

RESULT AND DISCUSSION

Leadership Characteristic of Female Headman in Jatiluhur, Bekasi Region in Implementing Programs

Development is actually a process of change that is planned and desired. At least development in general is the people willingness that is manifested in decisions made by the leaders, then proposed in a regulation which is then implemented. Development may only involve a field of life, but it may be carried out simultaneously on various interrelated fields of life. Besides the planned and desired objectives, it is not impossible for development to have an impact on the social subsystem, for example in the socio-cultural subsystem [19].

Development in the Bekasi region in general had experienced a fairly rapid development. The success of a development is of course motivated by the leaders who are competent and able to convey the development messages to their residents. Likewise with the Jatiluhur Headman. The education of community is a process where education efforts initiated by the government are realized in an integrated manner with the efforts of local residents to improve the social, economic and cultural conditions that are more beneficial, and empower the community. Indeed the development of community education is an effort to improve the personal capacity of adults as members of the community [20], which in turn will increase the community capacity as community investment, learning in a lifetime education process.

Programs of Jatiluhur village namely expand the opportunities to obtain education for entire community. The aim of this program was to improve Jatiluhur welfare, both formal and informal. The quality of education conducted was 12 years of basic education and will be carried out systematically and comprehensively. In addition, the field of public health continued to increase both in terms of quality and quantity. This was shown in the broader coverage of health services and the existence of health infrastructure that supports health for the community. Moreover, the existence and activities of Posyandu at citizen association (RW) level were routinely carried out and also could improve the public health, especially for infants and toddlers. Another program currently being implemented to guarantee the health of residents is the existence of a health card program. Residents got free fees for health

In implementing leadership, a Headman must have intelligence, social maturity and broad social relations, self motivation and encouragement for achievements and nature of human relationships [21-23]. Mrs. "SS", 45 years old was an intelligent

Headman because of her master degree background. Social maturity and broad social relations were the proofs in overcoming the problems of residents which consist of 12 RW with different characters. Her ability to balance the residents to be in the direction and not the other way around. Proof of the leadership spirit:

"Mrs "S" as Headman also considered the residents as friends, even the market thugs. In the past this village had three hamlets with different characters that needed to be balanced. Therefore, we must balance them, not those who balanced us to be in the same direction. For example, the market thugs and angry soldiers were solved by talking heart-to-heart so that everything becomes soft and finished. Sometimes the Headman was also hard against the residents. Beside that, there must also be a lot of people went down to the community to know about the problems of the people directly.

The confirmation results with the secretary of village, Mr. "AF", said that Mrs. "SS" was not only intelligent but also diligent:

"... The Headman went down immediately when there were problems with the residents

Mrs. Sophi was included in those who actively took to the field, her house was in Jati Asih while my house was in the Bantar gebang. Since he used to work in the sub-district of Jati Asih so that her house was not too far away. Sometimes at night I was not at the village but the Headman was there. I really did not know about that... suddenly our Headman was there in a meeting with the residents and I did not know what meeting was that. Sometimes she went around checking who was scheduled to picket. Indeed diligent ".

Confirmation Result with Neighborhood Association (RT) 02 Residents Mr. "HS" also said the same thing:

"... Mrs. "S" is a diligent person ... the Headman was went to the residents directly if there was any events.

The Headman had worked for two periods of leadership and performed well ... I hope she will not lose her achievement...

Me myself had never heard any complaints from the citizen related to the Headman ... basically the land and building tax is safe by bringing a proof of security letter...

Self-motivation and encouragement of achievement could be seen from her ability to motivate the residents to become independent and excellent residents by giving lessons to RT, RW indirectly. Her existence as a female Headman then giving an example to RT and RW must also be able to independently deal

with problems within the scope of its residents. Where RT and RW must have to work together to overcome the problems. The role of RW is as coordinator and RT as the executor.

"We must give lessons to RT/RW indirectly, they have a female Headman, how come the RT and RW cannot be independent, small problems like this is still given to the Headman. RT and RW must work harder than the Headman because they directly have contact with the community. RW as coordinator and RT as the executor. Actually it's easy ".

The characteristic of human relationship that was applied by the Headman of Jatiluhur was close to the residents, which was indicated when there were several people that are sick or die. The program that was carried out to overcome the problem of citizen including P3BK (Community Based Participatory Development Program) including Rutilahu for the uninhabitable homes. Activities of Rutilahu were carried out by collecting data on residents who were not able to live in their homes. The budget was from the APBD. From that side, we also needed to conduct an approach to the community, that we must improve the community self-help. Even though the government of Kota Bekasi provided assistance, there must still be a community self-reliance so that there was a sense of responsibility and belonging to the residents.

Communication Style of Female Headman in Jatiluhur Bekasi Region

Communication is an attempt of a person to reflect on his/her personal identity to be able to influence the perception of other people towards his/her identity. This was also expressed by [24], the communication styles can also be seen as meta messages that contextualize how the verbal messages are recognized and interpreted (Communication styles can also be viewed as meta-messages which contextualizes how verbal message should be acknowledged and interpreted). Leadership could be seen from how someone influences others to achieve goals. Therefore, the communication skills are needed. This was in line with [25] that in leadership there is a process of influencing other people that are directed as an effort to achieve certain goals.

The efforts made in giving influence or motivation to residents are through the communication styles. Communication styles actually also show the ways of thinking and behaving and not just individual abilities but are a way for someone to behave to influence other people to do what they want and achieve certain goals. Leadership communication styles possessed by women were adherent to several characters of firmly disciplined, formal and tended to have work orientations [26-28]. To analyze the communication style, an in-depth interview and observation were carried out. The concepts of

communication style were indirect communication style (feminist) - direct communication style (masculine) and reconciling (feminist) - confrontation (masculine). Based on observations of the communication style of Jatiluhur Headman, she had a direct (masculine) communication style. The style of direct communication is an intentional verbal communication style. The verbal communication are all types of communication that use one or more words. Deliberate verbal communication is conscious effort to connect with others verbally [29].

Mrs. "SS" in delivering messages related to the implemented development program was conducted verbally in a direct communication style, we could observe the condition from the results of interviews:

"They have a female Headman, how come the RT and RW cannot be independent, small problems like this is still given to the Headman.

The ability of Mrs. "SS" to reconcile the problem when dealing with community problems was the result of confirmation with the secretary of Jatiluhur village, Mr. "AF".

"... The Headman is very patient, sometimes the community suddenly come and crashing down on the table. The situation nowadays is different, we were rewarded before but now it is already upside down, the residents are braver ... they just come, angry and said ... your salary is from me ...sometimes we get carried away by emotion. But the Headman ... it is okay, come inside.. let us talk ... she has motherhood in dealing with the problem "

Based on the results of interviews with the Jatiluhur Headman, and the confirmation from the secretary and residents, showed that the Headman of Jatiluhur Bekasi region leadership communication style was a feminist-masculine leadership communication style which was illustrated in Table-1 as follows;

Table-1: The communication style of women's leadership

Village	Feminist leadership communication style
	Masculine leadership communication style
	Feminist-masculine communication style

Jatiluhur Patience when dealing with residents, has a motherhood in facing the residents, prioritizing the interests of residents, able to balance with the residents.

Strict to RT, RW and residents to make them independent. Strict, diligent, control and analyze the resident problems, sometimes unknown by the secretary, the Headman suddenly goes down to the field Patient, motherhood, prioritizing the interests of others, firm, independent, diligent and go down directly to the residents. Deliberate verbal

communication (direct communication) but able as mediator.

CONCLUSION

Leadership at the grassroots level supported the implementation of development programs launched by the central government. Nowadays, women were encouraged by the representation discourse. However, the concept of stereotype still could not be lost from the owners of domination. This was due to a strong social construction. The ability of women to become leaders was a challenge for women in the concept of gender equality. The ability to lead must be supported by the communication skills.

To implement the development program, the female Headman of Jatiluhur region played a role not only as a communicator, but also must be able to deliver the meaning of the development program, so that the efforts to influence could be realized in accordance with the expected goals. The heterogeneous characteristics of the region had become a challenge for the female Headman. The residents consisted of indigenous people and also immigrants with different cultural characteristics and backgrounds. This required the ability of female Headman to conduct a communication approach to implement the program.

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