

## Women's Leadership Communication Style in Public Policy Implementation

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### ABSTRACT

Good leadership requires the ability to communicate with all elements related to being led so that all organizational goals can be achieved. The presence of women in various public sectors shows the suitability of women to take part and even hold policy-making positions. The presence of several female leaders in Indonesia who occupy leadership positions and the presence of the first female Deputy Regent of Wakatobi elected to lead the Wakatobi Regency area needs to be used as a bullet in the progress of opening up opportunities for women to move in the public space. The focus of this research objective is on what kind of communication style is applied to the female leadership of the Deputy Regent of Wakatobi when leading Wakatobi district in implementing public policy. The research uses a qualitative descriptive approach with a case study method. Data collection techniques were carried out using observation, in-depth interviews and documentation. The 6 informants were selected using purposive sampling technique. The research results show that the communication style of women's leadership in implementing existing public policies is two-way communication; structured; open to receiving suggestions; fast handling.

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## **INTRODUCTION**

The presence of women's roles is nothing new. Since the 15th century, women have been present as heads of government. The awakening of women's leadership from a long sleep since the issue of Human Rights (HAM) and gender equality was voiced by feminist activists and the first women's congress on December 22 1928, which coincided with the celebration of Mother's Day. This is part of the struggle and awakening of women so that women today These people have the same access and opportunities as men in various aspects of life until the 21st century. Women leaders in Indonesia from the village level to the central government, the existence of women has been represented by several women who sit in strategic positions even though they are not as prominent as men. It is recorded in the history of Indonesian independence that there were women who became president of Indonesia during the independence of the Republic of Indonesia, namely Megawati Soekarno Putri who served from 23 July 2001 - 20 October 2004. Tri Rismaharini who served as the first female mayor of Surabaya, Khofifah Indar Parawansa and Susi Pudjiastuti were cabinet ministers in the Jokowi government. Dodo.

The existence of a female figure in this strategic government structure is an encouragement to other women to be able to obtain the same access as men. Narratives that always place women in the domestic realm, women who are seen as emotional, indecisive and gentle creatures who are seen as contrary to the standards of a leader for society plus the patriarchal system that is formed in society have an impact on the delay in seeing leaders, not just men. but women also deserve to be leaders in society. The Gender Equality Initiative touches on the first paragraph of the 1945 Constitution, which promises and explains that independence is the right of all countries, and that colonialism in any form, including women in public, is not prohibited and must be defended by the state. According to Article 28 H paragraph 2 of the 1945 Constitution, everyone has the right to have access to appropriate resources and services to achieve common goals and objectives. One of the efforts in gender equality has been to create special regulations regulated by the state in Law Number 2 of 2001 concerning Political Parties, regulating the requirements for the formation of political parties to authorize the formation and establishment of political parties as intended in paragraph (1) stating 30% (thirty percent) women's representation, which contains several new paradigms that are in accordance with the democratic system in Indonesia which regulates democracy.

In data on women in politics and government, the presentation of women in provincial level political parties in 2020 for Southeast Sulawesi province was 34.65 percent. Regarding women's participation in politics, according to the Central Statistics Agency (BPS), from 2014 to 2021, the level of women's participation in parliament has increased from year to year, with no decrease at the Wakatobi district level, Southeast Sulawesi province. Since 2014 BPS data shows 16.00 percent of women's participation in politics, in 2018 it rose to 24.00 percent, in 2019 in the election year it rose to 32.00 percent until 2021 the data is still stable at 32.00 percent. The success of women who have succeeded in becoming leaders in various regions, both in the scope of private companies,

education, social society and government. From regional governments to the central government as the People's Representative Council (DPR) or even women's ministers are breaking the public stigma that assumes that if it is led by women it will not be effective. Data related to women's participation in politics in Southeast Sulawesi is realized in reality by the presence of a female Deputy Regent of Wakatobi. Wakatobi as an autonomous region and has now reached the age of 19 years has recorded several leaders, namely Syaifudin Safaa, SH, MM who was appointed as official Regent of Wakatobi in 2004, H. LM. Mahufi Madra, SH, MH regent official in 2006, Ir. Hugua and Ediarto Rusmin as Regent and Deputy Regent in 2006-2011, Ir. Hugua and H. Arhawi Ruda, SE in 2011-2015, H. Arhawi Ruda, SE and Ilmiati Daud, SE., M.Sc in 2016-2021, HM Haliana, SE and Ilmiati Daud, SE., M.Sc in 2021 -2026.

The presence of Ilmiati Daud, SE., M.Si, the only female figure who directly took part in development during the founding of Wakatobi Regency, proves that in a term of office of 2 consecutive terms with a total term of 10 years, it cannot be denied that she is a figure who trusted by the people of Wakatobi district to lead the Wakatobi district government. The presence of the Deputy Regent of Wakatobi as a figure who is still entrusted to lead the region certainly has a leadership communication style that is applied in carrying out his duties as regional leader. The woman who regularly uses social media platforms such as Facebook and Instagram as a means of communication and sharing activities as Deputy Regent of Wakatobi is a figure who is quite close to the community. People who want to interact directly with the Deputy Regent can do so via social media and get a quick response from the Deputy Regent. Apart from that, the Deputy Regent always tries to find time to discuss with the community and various organizations during his activities as Deputy Regent. This woman who is starting her career as a civil servant certainly has a special communication style and perspective in leading regional apparatus organizations (OPD).

Communication is important to create strong connections and achieve common goals, as shown by women leaders in West Sumatra Province, therefore communication must be changed to organizational settings using a communication style approach (FLOWER, 2020). The Deputy Regent who was elected as regional leader for 2 terms certainly has a leadership communication style that makes Ilmiati Daud still trusted by the people of Wakatobi. Like the Female Regent of Karawang Regency, Dr. Hj. Cellica Nurrchadiana has the view that communication styles in one's leadership are needed by Karawang society today. Technological developments are used to post the work activities of regents and members as a means of communication and providing information to control public opinion. (Affandi et al., 2022). The leadership of the Deputy Regent of Wakatobi in carrying out his duties as regional leader will be seen as to what communication styles and strategies are used in realizing the implementation of public policies formulated through work programs set out in the establishment of the 2021-2026 Wakatobi RPJMD by the Wakatobi DPRD as a reference for development for five years under Haliana's leadership - Scientific.

According to Research(Andhika et al., 2018)entitled "Leadership Communication Style in Developing Organizational Innovation: Case study of the Leadership of the Head of the Population and Civil Registration Service of Padang Pariaman Regency". The research method used is a qualitative method. The theories used are Organizational Communication Theory, Innovation Theory, Communication Style Theory. Research findings The Head of the Population and Civil Registry Service of Padang Pariaman Regency uses a communication style in the organization by adhering to applicable norms and taking the lead in adopting innovation through the use of electronic technology. According to Communication Style Theory, there are six communication styles, five of which are used; The two-way communication style (aqualitarian style) is often used, and the relinquishing communication style is never used because it is not effective in building the same work. Similarities and differences with the research studied, in the same qualitative approach, research on leadership communication styles. The difference is the difference in research location, the theories used are not all exactly the same because this research involves testing work system innovation. Study(Patkurroji & Lestari, 2017)entitled "Internal Public Opinion Regarding the Mayor's Leadership Communication Style: Study of the Leadership Communication Style of Eddy Rumpoko, Mayor of Batu", research method qualitative method, the theories used are Organizational Communication Theory, Formal Communication Network theory, Leadership theory. Research findings: The Mayor of Batu has a distinctive communication style and leadership style in influencing and motivating his subordinates by combining Douglas Mc.Gregor's X and Y leadership theories, as well as obtaining internal public opinion in response to his communication style, in order to realize the vision and mission of Batu City. Similarities and differences with the research studied, similarities in qualitative research methods, data collection techniques, observation and documentation, several theories used are the same. Differences in this research include research location, analysis techniques. domains of taxonomic analysis, componential analysis, cultural theme analysis, and male leadership. Study(Adyawanti, 2021)entitled "Communication Styles in Leadership" literature review research methods, theories used Communication Style Theory, Leadership Theory and Traits. Research findings Leadership effectiveness is governed by the leader's personality attributes, but also depends on the structure of the group's relationships with environmental difficulties, as well as appropriate solutions for leading. Similarities and differences with the research studied. Similarities: research on leadership communication styles, one of the same theories. Differences in research locations, methods used, data collection taken from various references at research locations, discussing communication styles that are not specific to women's leadership communication styles. Study(Aminah, 2020)"Communication Style of Women's Leadership in Conveying Development Messages", method used Qualitative Method, theory used Communication Style Theory, research findings Theory used by the PKK chairman in RW 07 and RW 13 Ketulampa sub-district in carrying out five communication styles, namely, dynamic style, let go style, styling style, burning

style and pulling style. Control style is not used because it does not suit the organizational culture and employee characteristics. The withdrawal technique is not widely used, although it has been adopted by PKK leaders in RW 07 and RW 13. The purpose of information, regulatory, persuasive and integrative communication is to implement PKK goals by increasing tolerance and society. Similarities and differences with the research studied. Similarities in research using qualitative research, communication style theory used and research on women leaders. Differences in research location, this research is in the form of a case study. The research also examined two leaders at once and compared the communication styles used while the research that will be studied only examined one female leader. Study (Waworuntu et al., 2022) entitled "The Influence of Women's Leadership Style and Women's Communication on PT Employee Performance. Chas Gas Adhikarya Manado" research method. This study uses quantitative research methods. The theory used is the theory of women's leadership styles and women's communication. Findings: Women's leadership style and PT performance. Chas Gas Adhikarya Manado has quite a large link. Meanwhile, women's communication has no effect on employee performance because apart from the inherent obstacles, the leadership's communication strategy is still inadequate and must be addressed. Similarities and differences with the research studied. Similarities: research by Vanessa A. Waworuntu., et al., with the research to be studied, namely discussing women's leadership communication styles. Difference: previous research used quantitative research methods using data collection methods such as questionnaires and interviews, but this research uses a descriptive qualitative approach such as observation techniques and in-depth interviews. Interpretation and presentation of results are also in numerical form.

The theories used in this research are from Stewart L. Tubbs and Sylvia Moss: The controlling style, The equalitarian style, The structuring style, The dynamic style, The relinquishing style, The withdrawal style. The problem formulation of the research is "What is the Communication Style of Female Leadership of the Deputy Regent of Wakatobi in the Implementation of Public Policy?". The aim of this research is to collect qualitative data on the Leadership Communication Style of Women Deputy Regent of Wakatobi in the Implementation of Public Policy.

## LITERATURE REVIEW

The role of women in leadership, particularly in the implementation of public policy, has garnered significant academic interest. This literature review examines the communication styles employed by female leaders and their impact on public policy implementation. The review draws upon theories of leadership, communication styles, and policy implementation models to provide a comprehensive understanding of the topic.

Transformational leadership, characterized by the ability to inspire and motivate followers towards achieving a shared vision, is often associated with female leaders. (Arghode, et.al., 2022) highlights how leaders frequently adopt transformational leadership styles, emphasizing empathy, support, and the

empowerment of followers. This approach is particularly effective in public policy implementation, where leaders must navigate complex stakeholder dynamics and foster collaborative environments (Baroudi, 2022).

In contrast to transformational leadership, transactional leadership focuses on exchanges between leaders and followers, where rewards or punishments are contingent on performance. While traditionally more associated with male leaders, studies have shown that women in leadership positions may also employ transactional strategies, particularly in contexts where clear structures and accountability are necessary for policy implementation (Northouse, 2021).

Servant leadership, which prioritizes the needs and development of followers, aligns closely with the leadership styles often attributed to women. (Bragger, et.al., 2021) suggest that women leaders are more likely to adopt a servant leadership approach, particularly in public policy, where the focus is on community well-being and long-term social impact.

Women's leadership is often characterized by a relational communication style, which emphasizes building trust and fostering strong interpersonal relationships (Meng & Neill, 2021). This approach is particularly effective in public policy settings, where collaboration and consensus-building are critical (Martínez-Martínez, et.al., 2021). By prioritizing relational communication, women leaders can create more inclusive and cooperative environments, which are essential for effective policy implementation.

Inclusive communication involves actively involving all stakeholders in the decision-making process. This style is often employed by women leaders to ensure that diverse perspectives are considered, leading to more comprehensive and widely accepted policies. The ability to engage various stakeholders and incorporate their input is crucial in public policy, where the success of implementation often depends on broad-based support (Northouse, 2021).

While relational and inclusive communication styles are commonly associated with women leaders, assertive communication also plays a vital role (Kulkarni & Mishra, 2022). Assertiveness allows female leaders to clearly articulate their vision and expectations while maintaining respect and consideration for others. This balance is crucial in public policy implementation, where leaders must navigate complex political landscapes and advocate for their policies effectively.

Public policy implementation involves translating policy decisions into action. Various models, such as the Top-Down and Bottom-Up approaches, provide frameworks for understanding this process. Women leaders, with their emphasis on collaboration and stakeholder engagement, often favor a Bottom-Up approach, which allows for greater flexibility and responsiveness to the needs of those affected by the policy (Imperial, 2021).

Effective public policy implementation requires the active engagement of stakeholders, and women leaders excel in this area due to their inclusive communication styles. By involving stakeholders early in the policy process, female leaders can build consensus and mitigate potential resistance, leading to smoother implementation (Keller, & Walzer, 2021).

In an increasingly interconnected world, public policy implementation often involves collaboration across various sectors and levels of government. Women leaders, with their collaborative leadership styles, are well-suited to manage network governance, ensuring that all parties work together towards a common goal (Northouse, 2021).

## **METHODOLOGY**

A qualitative descriptive research approach was used by the researcher in formulating the problem regarding the Communication Style of Women's Deputy Regent of Wakatobi in Public Implementation. This qualitative research method is to produce data that provides a more in-depth explanation of the communication styles and strategies used by the Deputy Regent of Wakatobi in realizing the implementation of public policies through work programs. To analyze more deeply regarding leadership style, it is not enough just to have a questionnaire distributed to the community or regional organizations, but researchers want to see the reality behind the programs that have been implemented. In implementing the work program, it will be directly related to the structure of the task implementers. Data collection was carried out using triangulation (a combination of observation, interviews, documentation), so that the results were mostly qualitative in nature. This research data was analyzed qualitatively, and the results of qualitative research include understanding meaning, understanding uniqueness, limiting phenomena, and identifying hypotheses<sup>10</sup>. This research uses a purposive sampling strategy, namely a sampling technique that pays special attention. The topic of this research is equipment, people, locations, or items to be observed. The objects or actions with certain characteristics that want to be researched and the conclusions produced in this research are about the communication style of the Deputy Regent of Wakatobi. In this research, two types of data sources were used, namely: Primary Data and secondary data. Primary data in this research comes from interviews with information selected based on the research objectives. Secondary data comes from journals, books and websites. Data collection techniques are observation, interviews and documentation. The data in this research was analyzed by collecting data, reducing data, presenting data, and verifying/drawing conclusions.

## **RESEARCH RESULT**

The female leadership of the Deputy Regent of Wakaobi is a leader who is entrusted by the people of Wakatobi district for 2 periods in the regional head general election. Serving as a community figure who leads the region in various aspects of regional development certainly has a very important role. As a leader who is responsible for assisting the Regent in implementing various regional affairs, coordinating, supervising, evaluating and following up on all reports, you need skills as a leader who coordinates all aspects related to the Wakatobi district, which geographically is an archipelagic district divided into 4 islands. separated by the ocean. There are various characteristics on each island and of course the problems there are increasingly complex. The Deputy Regent, with

the tasks that have been set, focuses more on coordination and supervision of the performance of various aspects of implementing regional apparatus organizations (OPD) will be more dominant in communicating with the agencies to ensure that everything is on track to achieve the vision and mission as the implementation of applicable public policies. In communicating and supervising in Wakatobi district, the Deputy Regent's office communicates with his staff through his aide. All one-stop information goes through the aide and will be passed on to the group. So the group is a media for controlling whether information has been distributed or not. Each of Deputy Regent Wang's staff of 6 people has their own role. The communication pattern implemented by the Deputy Regent does not have a tendency for one party to minimize jealousy between fellow staff.

*"Supaya tidak menumbulkan kecemburuan pada semua stafnya dia selalu gilir untuk menemani mendampinnginya kesini. Jadi semua tidak pernah terlewatkan mendampingi beliau, lebih adil, jadi tidak cenderung ke satu orang begitu. Kalau hal-hal ada penyampaian semua lewat ajudan dan ajudan menyampaikan ke kami staf-stafnya dan kami seluruh staf di kantor dan rujab itu ada grup jadi jika ada penyampain itu atauu informasi di sampaikan di grup". (Hasil wawancara dengan ibu Yulisfia, staf administrasi Wakil Bupati kabupaten Wakatobi. 10 Juni 2023).*

*"In order not to cause jealousy among all the staff, he always takes turns accompanying her here. So everyone never forgets to accompany him, it's fairer, so they don't tend to be biased towards one person like that. "If things are conveyed, everything goes through the aide and the aide conveys it to us, the staff and we all the staff in the office and rujab have a group, so if there is a conveyance or information it is conveyed in the group." (Results of an interview with Mrs. Yulisfia, administrative staff of the Deputy Regent of Wakatobi Regency 10 June 2023).*

Open communication is carried out by the Deputy Regent as an effort to maintain conduciveness in the office and so that all activities can be carried out well because the staff in the office have the task of assisting the Deputy Regent regarding administration, technical matters related to the needs of the Deputy Regent as well as organizing all activities and connecting Deputy Regent to regional apparatus organizations. The presence of the Deputy Regent when discussing performance with the OPD is characterized by a communication style known to people working in related agencies who have had direct communication with the Deputy Regent of Wakatobi.

*"Kalau di lingkup kerja beliau tegas. Kalau gaya gesturnya nya kalau ada poin penting yang dia ingin sampaikan diantara penyampaiannya itu memang ada penyampaian tersendiri. Kalau yang saya perhatikan kalau dia samapikan itu entah jarinya yang menunjuk ke meja itu saya pikir poin-poin penting yang harus kita perhatikan. Saya sama beliau sudah lama 8 tahun sejak periode sebelumnya juag seinglah komunikasi jadi memang ada gaya-gaya tersendiri tunjuk-tunjuk meja menggunkan jarinya. Seperti itu yang selalu menjadi gaya ciri khas beliau saat menekankan sesuatu. Jika dalam penyampaian terus dia ulangi baru ternyata ketika evaluasi berikutnya tidak terlaksana biasanya lebih tegas lagi beliau. Karena memang di poin-poin penting jika sudah evaluasi baru tidak dilaksanakan itu suka e saya kira itu*

*wajar jika sudah di sampaikan jika tidak dilaksanakan". (Hasil wawancara dengan Bapak Askal Sumira, S.Pt. MM, Kepala Bidang Infrastruktur dan Pembangaunan Wilayah BAPPEDA Kabupaten Wakatobi. 3 Juni 2023).*

*"In his scope of work, he is firm. In terms of his gestural style, if there is an important point he wants to convey between his statements, there is a separate delivery. What I noticed when he said something was whether his finger was pointing at the table, I think these are important points that we should pay attention to. He and I have been with him for 8 years since the previous period and there is also a lack of communication so there are indeed different styles of pointing at the table using his fingers. That has always been his trademark style when emphasizing something. If he keeps repeating his delivery, then it turns out that when the next evaluation is not carried out, he is usually even more firm. Because at important points, if a new evaluation has not been carried out, that's like, I think it's normal if it has been conveyed if it is not carried out."* (Results of an interview with Mr. Askal Sumira, S.Pt. MM, Head of Regional Infrastructure and Development Division of BAPPEDA, Wakatobi Regency. 3 June 2023).

The Deputy Regent is known as a female leader who is firm in the field of work. In regional apparatus organizations, in this case the department is also known as a figure who must complete work quickly and not delay it in order to speed up the work process. The faster the process of completing the work, the faster the vision and mission will be implemented in accordance with the public policies that apply in regional development during the leadership of the Deputy Regent of Wakatobi Regency. Communication Style. It is hoped that the communication carried out by the Deputy Regent will obtain responses from each regional apparatus organization (OPD). The Deputy Regent, in the process of conveying information, will create a communication style to shape his identity. The communication style that is formed can be influenced by many aspects, one of which is the situation. Situations shape a person's communication style so that it is necessary to read the situation between the communicator and the recipient of the message or vice versa in order to understand each other's messages. The Deputy Regent's leadership communication style should be based on the basic pattern of prioritizing cooperative relationships, implementation and work results. In practice, of course there is a communication style that will be seen when the Deputy Regent is carrying out his duties as a leader in charge of supervising regional apparatus organizations (OPD) in realizing the Vision and Mission of regional development during his 5 year term of office.

#### *a. The Controlling style*

This communication style is one-way in nature and tends not to prioritize the response to what is conveyed and there is a desire to limit and regulate the recipient's response. There is no worry about negative responses from communicants and forcing decisions that have been made. In the communication implemented by the Deputy Regent in carrying out his duties, he uses his authority as Deputy Regent but does not deviate from his duties.

Communication is always two-way. When discussing work, we always discuss things because the Deputy Regent really likes discussions.

*"Beliau selalu diskusi. Selalu memulai dengan bertanya terus memberikan arahan jika seperti ini bagaimana, diskusilah tidak seperti layaknya guru kepada murid. Dia komunikasinya lebih dua arah. kan tugas wakil bupati itu membantu bupati dalam hal pengawasan, pembiinaan seperti itu jadi memang menurut saya memang masih dalam koridor mengawasi apa yang sudah direncanakan begitu, evaluasi apa yang sudah dilaksanakan kayak begitu. Itu masih dalam koridor kewenangan dia.".* (Hasil wawancara dengan Bapak Askal Sumira,. S.Pt. MM, Kepala Bidang Infrastruktur dan Pembangunan Wilayah BAPPEDA Kabupaten Wakatobi. 3 Juni 2023).

*"He is always discussing. Always start by asking, then give directions, what if it's like this, don't discuss like a teacher with students. His communication is more two-way. The deputy regent's job is to help the regent in terms of supervision and development like that, so in my opinion it is still in the corridor of supervising what has been planned, evaluating what has been implemented like that. That is still within the corridor of his authority."*(Results of an interview with Mr. Askal Sumira, S.Pt. MM, Head of Regional Infrastructure and Development Division of BAPPEDA, Wakatobi Regency. 3 June 2023).

Not only is it done with his work members in terms of having fun discussing things, but it is also done with young people who come to meet him.

*"Beliau itu mengikut orangnya, apapun topiknya beliau menyesuaikan, tidak menggunakan komunikasi satu arah. Ibu yang sering menawarkan beberpa program, bagaimana pemuda pemudi bisa mandiri, membuat prestasi dan menghasilkan karya dan bahkan sebelum kita tawarkan beliau yang duluan menyarankan coba jadi pemuda yang kreatif dan tidak monoton".* (Hasil wawancara dengan Dion Syaputra, Katua GPM SULTRA.17 Juli 2023).

*"He follows the person, whatever the topic he adapts, doesn't use one-way communication. Mother often offers several programs on how young people can be independent, make achievements and produce work and even before we offer them, she is the first to suggest trying to be young people who are creative and not monotonous."*(Results of an interview with Dion Syaputra, Head of GPM SULTRA. 17 July 2023).

There is no emphasis on the authority he has because when communicating according to the duties of the Deputy Regent and even the Deputy Regent who asks for suggestions to develop many ideas from various people's thoughts then become discussion material to liven up the atmosphere of the forum and find solutions to work completion and include directions for success of the work program. The weakness of this communication style is that one-way communication emphasizes what other people should do to be more effective and work optimally, which is often considered negative because it leads other people to think that they only criticize without any discussion. On the other hand, when there is no careful supervision, it can be a reproach to

subordinates who fail to carry out their duties in accordance with the regional development vision and mission planning.

**b. The Equalitarian Style.**

An important aspect of effective communication is building communication that gets a response back from each other. This communication style focuses on communication that is based on similarities and those who use this communication style have high concern and are able to maintain good relationships. The communication process carried out by the Deputy Regent is quite open in formal situations, making members relax. The Deputy Regent is able to maintain cooperation because he is not just directing, but his method is that when there is work, all processes will be monitored through further communication. The form of equality efforts implemented by the Deputy Regent when holding discussions and if suggestions are given are discussed and considered, it does not necessarily force one's will.

*"Selalunya beliau tanya apa masalahnya? Jadi pada rapat bersama dinas mengenai resapan anggaran ditanya jika kurang maksimal alasannya apa. Selalu memberi kesempatan untuk menjawab. dua arah kalau gaya kepemimpinan ibu wakil bupati". (Hasil wawancara dengan Rustam, Wartawan Tv Wakatobi.17 Juli 2023).*

*"He always asked what was the problem? So at a meeting with the department regarding budget absorption, they were asked what the reason was if it was less than optimal. Always give an opportunity to answer. two-way if the deputy regent's leadership style." (Results of an interview with Rustam, Wakatobi TV Journalist. 17 July 2023).*

The communication created by the Deputy Regent is to make his colleagues comfortable at work. When he is comfortable at work, the communication process related to work will be more effective. The election of Deputy Regent for 2 terms is certainly inseparable from his personality. Within the community, the Deputy Regent is known as a figure who has a very high level of concern.

*"Empati yang dimiliki ibu sangat, sangat sekali, Contoh kemarin tahun lalu GTSubmmit bersama Jokowi ada undangan ibu untuk menghadiri malam ramah tamah bersama menteri perikanan LHK. Saya sebagai saksi dibelakang mobil rombongan Wakil Bupati harusnya melur sesuai jadwal undangan tapi berhubung ada yang kecelakaan ibu wakil itu memberhentikan mobil dinasny. Kami sempat lihat karena didepan kami. Malah lebih mementingkan dibawa ke rumah sakit ketimbang ke undangan. Beliau membawa langsung korban ke rumah sakit, mementingkan masyarakatnya yang kecelakaan. Harusnya lebih penting diner tapi karena berbicara empati. Itu hanya sekilas-sekilas saja. Kalau saya jiwa kameramen itu masih ada, jempol itu lebih cepat dari pada otak, selalunya ingin liput. Saya ingat itu kata-kata beliau menyuruh tidak usah diexpo ya, tidak usah didokumentasikan, kita bawa sampai selamat. Andai saya bisa dokumentasikan barang itu, pasti viral tapi ibu itu bilang jangan karena ini musibah orang". (Hasil wawancara dengan Rustam, Wartawan Tv Wakatobi.17 Juli 2023).*

*"Mother's empathy is very, very strong. For example, last year, GTSubmit with Jokowi, there was an invitation from mother to attend a friendly evening with the Minister of Fisheries and Environment and Forestry. As a witness, I was behind the car of the Deputy Regent's group, which was supposed to be running according to the invitation schedule, but because there was an accident, the deputy's mother stopped her official car. We could see it because it was in front of us. In fact, he was more concerned with being taken to the hospital than being invited. He took the victim straight to the hospital, prioritizing the people who had an accident. Diner should be more important, but because we talk about empathy. That's just a glimpse. In my opinion, the soul of a cameraman is still there, the thumb is faster than the brain, always wanting to cover things. I remember his words telling me not to expose it, no need to document it, let's take it until it's safe. If I could document the item, it would definitely go viral but the mother said not to because this is someone's disaster." (Results of an interview with Rustam, Wakatobi TV Journalist. 17 July 2023).*

Her high level of concern is not only about the conditions that occur in front of her, she spontaneously helps, but if there are problems related to the people of Wakatobi who need sudden help, such as people who need sudden medical help at night from one island, the mother immediately looks for help with a vehicle. fast sea to transport it or even come down directly to ensure the availability of help even though it is late at night. The Deputy Regent's high level of concern in the formal and informal realms is felt because it's not just about giving orders, but also if there is no scheduled agenda then in every activity that supports the work program of the department, informally he also tries to remain involved in helping and attend. Placing yourself as a work partner is of course very effective because it can ensure that information sharing takes place between members of the organization. In fact, there are no weaknesses in this style, however, when leaders use this communication style, they need to select staff who have sufficient broad insight and work professionalism in order to continue to receive innovative and constructive information.

### *c. The Structuring Style*

Communication style is related to verbal or written messages to confirm a task that must be carried out, a work agenda according to the organizational structure. The sender of the message focuses on how to share information, goals, rules, work schedules and procedures established in the organization. Based on the main tasks and functions, it has a structured nature.

*"Kayak ada kegiatan toh, nah salah satu pimpinan daerah semisal pak bupati tidak hadir karena berhalangan datang, ibu itu kalau tidak diundang tidak datang kayak gitu. Karena memang itu aturan karena tidak pergi-pergi begitu saja berarti itu terstruktur". (Hasil wawancara dengan ibu Irayani Daud, S.Kom., Sekretaris Dinas Perpustakaan dan Kearsipan Daerah kabupaten Wakatobi. 9 Juni 2023).*

*"Beliau jika tidak sesuai prosedur selalu mengingatkan. Memang tidak langsung menyalahkan tapi mengarahkan bahwa berikutnya ini harus lebih teliti dan seperti surat harus di softcopykan biar besok kita ada file arsip karena sebagai pejabat akan ada*

*pemeriksaan untuk mengantisipasi jadi teliti". (Hasil wawancara dengan ibu Yulisfia, staf administrasi Wakil Bupati kabupaten Wakatobi. 10 Juni 2023).*

*"It's like there's an activity going on, well, one of the regional leaders, for example the regent, didn't attend because he was unable to come, if the lady wasn't invited, she wouldn't come like that. Because that's a rule, because you don't just go around, it means it's structured." (Results of an interview with Mrs. Irayani Daud, S.Kom., Secretary of the Regional Library and Archives Service, Wakatobi district. 9 June 2023).*

*"If he doesn't comply with procedures, he always reminds us. "We don't directly blame him, but we direct him that next time we have to be more careful and things like letters have to be softcopied so that tomorrow we have an archive file because as officials there will be an inspection in anticipation of being thorough." (Results of an interview with Mrs. Yulisfia, administrative staff of the Deputy Regent of Wakatobi Regency. 10 June 2023).*

The assignment of tasks to regional apparatus organizations is also based on procedures. If in certain conditions there is sudden information related to an official program, the mother will immediately call the relevant agency to inform but not interfere in detail because her job is to supervise and coordinate so if there are things like that then she is directed to go to the official service and follow it. related service procedures. In providing information on the regional government's vision and mission in development during the Deputy Regent's leadership, it was more about conveying matters that could be in line with the program for cooperation. On the other hand, when unexpected things happen, adjustments need to be made, where action comes first, followed by administration. This style is actually quite rigid for some things that should be handled more quickly.

#### ***d. The Dynamic Style***

A communication style that tends to be aggressive emphasizes actions in completing work which aims to stimulate members to work faster and better. This communication is effectively applied to solving critical problems. The leadership of the Deputy Regent, whose work area is as part of supervision, is not completely direct because there are regulations that limit the space for movement so that it is more about directing the path to achieve work targets. In the realm of work, each department also understands their respective duties so that the Deputy Regent is not too extra detailed in teaching technical matters, let alone having to step in. The Deputy Regent of Wakatobi applies openness in various aspects of his work regarding less than optimal performance, and evaluates to find a solution to the problem of less than optimal performance. Moreover, there are obstacles or problems in the area. The Deputy Regent is quite quick to respond to solving problems.

*"kayak kemarin ada bencana alam yang tidak terduga angin puting beliung, tiba-tiba ibu wakil muncul memberikan semen 6 sak (karung), lalu kayu berapa balok ke masyarakat yang kena bencana itu. Dia turun langsung. Lalu dia pernah menolong*

*orang tabrakan di jalan kebetulan dia di jalan mau pulang kerja, dia langsung dibawa peke mobilnya ke rumah sakit. Yang jatuh itu adalah teman-teman kita. Makanya dianggap 2 periode itu bahwa rasa kepeduiannya itu tinggi kepada masyarakat". (Hasil wawancara dengan Safarudin, Mahasiswa Wakatobi. 17 Juli 2023).*

*"Just like yesterday there was an unexpected natural disaster, a tornado, suddenly the deputy lady appeared and gave 6 sacks (sacks) of cement, then several blocks of wood to the people affected by the disaster. He went straight down. Then he once helped someone who had a collision on the road and happened to be on his way home from work, he was immediately taken in his car to the hospital. The ones who fell were our friends. That's why it is considered during those two periods that his sense of concern for society was high." (Results of an interview with Safarudin, Wakatobi student. 17 July 2023).*

Situations that require quick handling The Deputy Regent tends to be quick in handling problems. Just returning to his task which has limitations so not everything can be completed immediately. The Deputy Regent will work according to his duties, review and direct, the decision will be returned to the Regent of Wakatobi. Even though it is quite effective because it stimulates members in completing critical work, it requires that work members have sufficient ability to overcome these critical problems.

#### *e. The Relinquishing Style*

This communication style that does not utilize authority to give massive orders is quite effective communication in conveying messages if you collaborate with colleagues who have broad knowledge, experience, thoroughness and responsibility. Willingness to accept suggestions, other people's thoughts is more likely to be greater than giving orders to others. The authority that the Deputy Regent has in carrying out his duties as Deputy Regent is as a leader who only controls by monitoring but controls the performance of each regional apparatus by frequently communicating. Activities that are related or unrelated, even if you accidentally meet them, you will ask how far the progress of the program that has previously been communicated with him has been. In line with his duties, he never controls details, but if there are activities that he attends and meets with several heads of fields, his communication there is always questionable. When it comes to openness in receiving advice for mothers, it is quite open.

*"Kami bappeda selama kami menyampaikan bes data e dia terima bahkan dia meminta kita untuk memfollow-up begitu. Saya kira itu bisa di integrasikan dengan opd-opd yang lain karena kita besnya data ya. Kalau kita setiap sampaikan sesuatu bahwa kita seperti ini keadaanya dataya seperti ini perlu saran saya seperti ini, perlu penekanan disininnya ndag ada penolakan dan selalu menerima ibu Wakil itu". (Hasil wawancara dengan Bapak Askal Sumira, S.Pt. MM, Kepala Bidang Infrastruktur dan Pembangunan Wilayah BAPPEDA Kabupaten Wakatobi. 3 Juni 2023).*

*"We, Bappeda, as long as we conveyed the data, received it and even asked us to follow up. I think it can be integrated with other OPDs because we have a lot of data. If*

*we say something every time that we are like this, the situation is like this, we need my advice like this, we need to emphasize here without any rejection and always accept the Deputy.*" (Results of an interview with Mr. Askal Sumira, S.Pt. MM, Head of Regional Infrastructure and Development Division of BAPPEDA, Wakatobi Regency. 3 June 2023).

The Deputy Regent's openness when advised by those who have had direct communication and in the field of work, the OPDs always listen as long as they show clear reasons and explain them. Don't force his will. At the completion of the work, it is only at the level of reminding, giving directions on how to handle it and ensuring how far the work has progressed. The effectiveness of this communication style is when work members have broad insight because otherwise it will backfire because it has the potential to deviate from performance planning.

#### *f. The Withdrawal Style*

This communication style occurs because of interpersonal obstacles that occur in an organization so that someone does not want to communicate. The Deputy Regent's leadership does not use this communication style because in its work regulations there are meetings arranged with the relevant agencies.

*"Gaya Khas komunikasi ibu itu halus-halus tegas dan keras. contohnya kalau memimpin rapat itu bicara ini serapan anggranya harus sekian ya, kita masih punya satu minggu untuk memperbaiki ini, minggu kedua di tegaskan lagi, kamu bisa kerja tidak?, saya yakin kalau ada di rapat ke tiga mungkin di eksekusi. Kalau dia pemanagku kebijakan pasti langsung diganti. tapi dia bukan pamanagku kebijakan jadi hanya menegaskan. Belum ada ketika memimpin rapat ada yang lempar sepatu, baru ibu. atau jika ada yang memberi respon ketika rapat digeprek meja, baru ilmiati. Eksekutor sejati itu ibu ilmiati.* (Hasil wawancara dengan Rustam, Wartawan Tv Wakatobi. 17 Juli 2023).

*"Mother's typical communication style is soft, firm and loud. For example, if you lead a meeting, talk about this, the amount of budget you have to pay, we still have one week to fix this, in the second week we emphasize again, can you work or not? I'm sure that at the third meeting it might be executed. If he were in charge the policies would definitely be changed immediately. but he's not a policy maker so he's just making a point. There hasn't been anyone throwing shoes when chairing a meeting, just mother. or if someone responds when the meeting is hit on the table, then understand it. The true executor is a scientific mother.* (Results of an interview with Rustam, Wakatobi TV Journalist. 17 July 2023).

The communication process with the Deputy Regent was also quite effective without any obstacles. The communication that is built is more relaxed but the emphasis is serious and if it is not heard, the emphasis is even more firm. If there are no official trips outside the region, he always tries to find time to discuss performance prospects as a form of responsibility for his duties as a regional leader and even helps oversee if there are no activities that have previously been scheduled.

*"Ketika beliau ada ditempat di Wakatobi kita mau komunikasi gampang mau dimana saja bisa kalau sama beliau bahkan beberapa kesempatan kami tidak diruanganya, beliau ada dimana kami diarahkan ke sana yasudah kami kesana dan waktunya tidak melulu di jam kerja. Fleksibel sekali kadang kami yang tidak bisa mengimbangi dia kadang sampai jam 2 malam kami yang sudah tidak kua tapi dia yang masih kuat". (Hasil wawancara dengan Bapak Askal Sumira,. S.Pt. MM, Kepala Bidang Infrastruktur dan Pembangaunan Wilayah BAPPEDA Kabupaten Wakatobi. 3 Juni 2023).*

*"When he is in Wakatobi, we want to communicate easily, wherever we can, even if we are with him, on several occasions we are not in his room, he is there, we are directed there, we are there and the time is not always during working hours. Very flexible, sometimes we can't keep up with him, sometimes until 2 o'clock at night, we are no longer strong but he is still strong." (Results of an interview with Mr. Askal Sumira, S.Pt. MM, Head of Regional Infrastructure and Development Division of BAPPEDA, Wakatobi Regency. 3 June 2023).*

Communication maintained by the Deputy Regent is not only formal but also informal. Not only verbal communication but also non-verbal communication which immediately comes out to accompany you. As a regional leader, when communicating or on a work visit, the Deputy Regent's performance is always professional, like a leader, never discussing personal matters while on duty. When this communication style is applied, the entire flow of information on performance achievements will not be obtained, which creates bad conditions in an organization because it blocks the flow of information that should be obtained by all elements of the organization in order to achieve a common goal. Basically, the success of a leader can be seen from how a leader can realize the development vision and mission that has been agreed upon during the leadership period. The benchmarks for seeing success can be slowly analyzed from the processes that take place leading up to the end of a leader's term of office. In the leadership of the Deputy Regent as the person responsible for the successful implementation of regional development through work programs seen from the communication style used by him in leading, according to researchers, he is quite effective in carrying out his duties as Deputy Regent. In its implementation, the communication style that is often used is two-way communication through discussion which is very effective but must be balanced by a controlling communication style. Balance in the form of very open and one-way communication in deciding several matters really needs to be implemented in the development of the Wakatobi district area.

The collaboration of the Equalitarian Style, the structuring style, the relinquishing style, and the dynamic style of leadership possessed by the Deputy Regent in the process of implementing public policy according to his duties is quite good and ideal. In its implementation, each regional apparatus organization has sufficient understanding of the direction of the vision and mission of regional development so that the Deputy Regent's fairly open communication style facilitates its performance. So it is necessary to realize that with the abilities of each member of the regional apparatus, a communication

style can be inserted to control the controlling style so that it can appear balanced.

The activities carried out by the Deputy Regent are based on the main tasks and work procedures of the structuring style and several problems that move quickly are handled by the dynamic style and are quite effective in leading and carrying out their duties as Deputy Regent of Wakatobi. A style that should not be used by the Deputy Regent in developing regions in implementing existing public policies is the withdrawal style of communication, where this communication weakens all forms of communication and will cause all forms of information in the organization to stop. Leaders as the spearhead of monitoring information from all regional organizations must maximize all forms of communication. The need for discussion, direction and evaluation of the work of each regional apparatus organization from leaders will minimize problems in maximizing work programs to achieve the vision and mission of regional development.

## **DISCUSSION**

The findings from the literature review on Women's Leadership Communication Style in Public Policy Implementation reveal several critical insights into the distinctive communication approaches that women leaders employ and their impact on the success of policy implementation. This discussion section synthesizes these insights and examines their broader implications for leadership and public policy.

### ***Impact of Relational Communication on Policy Implementation***

One of the key findings is the significance of relational communication in fostering effective public policy implementation. Women leaders often prioritize building strong interpersonal relationships, trust, and collaboration within their teams and with stakeholders. This relational approach is particularly effective in policy contexts where buy-in from multiple parties is necessary for successful implementation. The literature suggests that by focusing on relationships, women leaders can create an environment of mutual respect and cooperation, which is essential for navigating the complexities of public policy.

However, while relational communication is beneficial in many ways, it may also pose challenges. For example, an overemphasis on relationships might lead to difficulties in making tough decisions or enforcing accountability when necessary. Therefore, balancing relational communication with assertiveness is crucial for women leaders to maintain authority while fostering a collaborative atmosphere.

### ***Inclusive Communication and Stakeholder Engagement***

Inclusive communication is another hallmark of women's leadership styles, especially in public policy settings. Women leaders are often appropriate at ensuring that diverse perspectives are heard and considered in the decision-making process. This inclusivity is critical in public policy, where the success of

implementation often hinges on the extent to which stakeholders feel involved and invested in the outcome.

The discussion highlights the effectiveness of this approach, particularly in building consensus and reducing resistance to policy changes. By actively involving stakeholders, women leaders can address potential concerns early on, leading to smoother and more effective implementation. However, the challenge lies in managing the often-competing interests of different stakeholders. The ability to navigate these complexities while maintaining an inclusive approach is a testament to the leadership acumen of many women in public policy roles.

### ***The Role of Assertive Communication in Leadership***

While relational and inclusive communication styles are advantageous, the discussion also emphasizes the importance of assertive communication. Women leaders must be able to assert their authority and communicate their vision clearly and confidently. This is particularly important in public policy, where leaders often need to advocate for their positions in the face of opposition or skepticism.

The literature suggests that assertiveness, when combined with relational and inclusive approaches, can enhance a leader's effectiveness. It allows women leaders to maintain control and direction while still fostering an environment of collaboration. The challenge, however, is overcoming societal expectations and stereotypes that may discourage assertiveness in women. Encouraging women leaders to embrace assertiveness without compromising their relational strengths is essential for effective leadership in public policy.

### ***Leadership Styles and Policy Implementation Models***

The discussion also explores the relationship between women's leadership styles and policy implementation models. Women leaders often prefer collaborative and Bottom-Up approaches, which align with their inclusive and relational communication styles. These approaches allow for greater flexibility and responsiveness, making them well-suited to complex and dynamic policy environments.

However, the effectiveness of these approaches can vary depending on the policy context. In situations where quick, decisive action is required, a more Top-Down approach might be necessary. The discussion underscores the need for women leaders to be adaptable, capable of shifting their leadership and communication styles to suit the demands of different policy scenarios.

### ***Implications for Future Leadership Development***

The insights gained from this research have important implications for leadership development programs. Training and development initiatives should focus on enhancing the unique communication strengths of women leaders while also addressing areas where they might face challenges, such as assertiveness or decision-making in high-pressure situations. Furthermore, there should be an emphasis on the adaptability of leadership styles, ensuring that women leaders are equipped to handle a range of policy implementation

challenges.

### ***Broader Impact on Public Policy***

The discussion concludes by considering the broader impact of women's leadership communication styles on public policy. As more women assume leadership roles in public policy, their distinctive communication approaches are likely to influence the way policies are developed and implemented. The shift towards more inclusive, relational, and collaborative policy processes could lead to more sustainable and equitable outcomes. However, this also raises the need for continued research to understand how these changes affect policy efficacy and public trust in government institutions.

In summary, the discussion highlights the strengths and challenges of women's leadership communication styles in public policy implementation. It underscores the importance of balancing relational and inclusive communication with assertiveness, adapting leadership styles to different policy contexts, and supporting the development of women leaders to enhance their effectiveness in public policy roles.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusions***

Leadership of Women Deputy Regent in carrying out their duties in the Waktobi Regency government in implementing public policies that have been established as a reference for regional development. In practice, the communication styles most often used by the Deputy Regent of Wakatobi district when serving in regional apparatus organizations, in this case the department uses 4 communication styles. The communication style that is often used is the two-way communication style, the Equalitarian Style. The next communication style is the structuring style which is based on the main tasks and work procedures. Then the relinquishing style of communication is often used with the nature of being very open to discussing and accepting suggestions. Lastly, the dynamic style of communication is applied to conditions that require quick handling. Furthermore, the controlling communication style is rarely used because basically the Deputy Regent likes to discuss and wants to get a response quickly, attaches great importance to suggestions and people's views on existing policies. And finally, the withdrawal style of communication style was also not applied because it was very ineffective as a leader who served in the supervisory coordination line. The Deputy Regent realized that communication had to be carried out massively in order to know the success of his leadership Vision and Mission program in Wakatobi district for the 2021-2026 period.

### ***Recommendations***

Based on the literature review, the following recommendations are proposed:

#### ***1. Promotion of Relational and Inclusive Communication Styles***

Encourage female leaders to continue leveraging their relational and

inclusive communication styles in public policy implementation, as these approaches have been shown to foster collaboration and stakeholder engagement.

## **2. Support for Bottom-Up Policy Implementation**

Advocate for policy implementation approaches that align with the collaborative and inclusive leadership styles of women, such as the Bottom-Up model, which allows for greater flexibility and stakeholder involvement.

## **ADVANCED RESEARCH**

### ***Limited Focus on Specific Contexts***

This research primarily focuses on the general communication styles of women leaders in public policy implementation. However, the effectiveness of these styles may vary depending on the specific policy area, cultural context, or organizational environment. Future research should explore how different contexts influence the communication styles and leadership effectiveness of women in public policy.

### ***Changing Dynamics of Leadership***

Leadership and communication styles are continually evolving, influenced by broader social and technological changes. Future research should explore how these changes are impacting the communication styles of women leaders and their effectiveness in public policy implementation, particularly in the context of digital communication and virtual collaboration. By addressing these limitations and exploring the proposed directions for the future.

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