
ORGANIZATIONAL COMMUNICATION CLIMATE OF WOMEN LEADERS IN MOTIVATING EMPLOYEE WORK IN THE DIRECTORATE GENERAL OF HOUSING PROVISION OF MINISTRY OF PUBLIC WORKS AND PEOPLE'S HOUSING

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ABSTRACT

Communication climate is of paramount importance in an organization as it contributes to the effectiveness and success of an organization. The current study was conducted on women leaders in the Directorate General of Housing Provision of the Ministry of Public Works and People's Housing. The research was conducted in order to answer the question: How is communication done by woman leader so that the communication climate is created in Directorate of Housing Provision of Ministry of Public Works and People's Housing in realizing employee work motivation. This research used qualitative methodology and the data obtained through in-depth interview and field observation. The number of informants in this research was 3 people, consists of 2 women leaders who had very important and active role and 1-woman employee. As a foothold in this study we used theories and concepts that are relevant and expected to help the development of the conclusion. The theory of motivation with the concept of gender was used as the foundation. The results of the study indicate that women leaders should be more persuasive to their employees, in order to be able to provide and receive information and work with employees to complete their job. It is expected that result of this study can be useful to provide inputs from the theoretical aspects of women's leadership in a government organization and provide an overview of the things that hinder and support employee development process as a form of effort to improve the motivation of human resources as a whole.

INTRODUCTION

Gender differences in a company or organization is still a discussion that is considered interesting to be appointed. The existence of women in areas considered the domain of men is the main focus, not strange to see a woman who career in various fields become a major milestone the way a company. In Indonesia today the position and status of women have been much better and much as workers than in ancient times. At this time we will not be foreign to see women working even have a high enough position, this proves that women are able to resemble "degrees" with men. The condition is of course not out of

the public spotlight and the opinions of experts. Men and women become incommensurate because of the many things men do in women.

Before we go on to talk about women's leadership, then we need to know what gender is, H.T. Wilson defines gender as a basis for determining differences in the contribution of men and women to the collective culture and life that as a result they become men and women. Elanine Showalter mentions that gender is more than just male and female differences seen from socio-cultural constructions (Umar, 1999, page 30). Gender relationship is a complex social interaction

process that is reinforced by the language used (Sadli, 2010, page 25) In gender-related characteristics, women's and men's abilities are made asymmetric, which is why there are two biological aspects between women and men the different and prevailing stereotypes about what is considered appropriate regarding attitudes and behaviors because she is female or male is also different.

Women became a figure highlighted long ago, starting in 1891 Raden Ayu Kartini is a pioneer figure in the field of women's rights and women's emancipation field and other issues of society. Women have equality with men, are free to work and work to help their husbands. Ibu Kartini is one of the changes for women. At the time of the proclamation of women's independence also had an important role in the independence of Indonesia, one of which Mrs. Fatmawati is known as the wife of the first President of the Republic of Indonesia, Ir Soekarno. This woman is an Indonesian flag master who flown in the proclamation. Here we can also see that women in this era also have a share and play a role to voice independence. Another name that became a role model of women in the era of Independence namely SK Trimurti or another title is Mother Soerastri Karma Trimurti; he is a teacher, writer and journalist. He is the wife of a fighter, Mr Sayuti Melik. Ms. SK Trimurti was imprisoned for her writings considered dangerous to the Dutch government; she was imprisoned from 1939 to 1943. In the Soekarno era Ms. Sk Trimurti served as labor minister. Dewi Sartika is a prominent female figure and a pioneer of education for women. He founded the first school for women in the Dutch East Indies. He was recognized as one of the national heroes by the Indonesian government in 1966. Mrs. Dewi Sartika participated in fighting stupidity for women by establishing wife school in pendopo in West Java area.

In the new order era and reforms, the figure of female warriors at that time was Mrs. Megawati Soekarnoputri known as Mega, she served as Indonesia's first female president in the period 2001 to 2004. Ibu Mega is the fourth woman who leads the majority Muslim nation. He shows that women can also be strong and strong leaders, so they can hold the number one position in Indonesia. Sri Mulyani Indrawati is a name that is not less prominent because of its prowess in the field of

Indonesian economy, Mrs. Sri Mulyani has served as Indonesia's finance minister from 2005 to 2010, and she is known as a formidable reformer and considered as a person who strengthens the Indonesian economy. In 2014, he was ranked as the 38th most influential woman in the world by Forbes magazine. In 2010 Ibu Sri Mulyani boasted Indonesia with her appointment as Managing Director of the World Bank Group. Another tough woman is Mrs. Ir. Tri Rismaharini, MT or familiarly called Ibu Risma, serving as the 23rd Surabaya mayor since 2010 until now, Ibu Risma was the first woman to be elected as Mayor of Surabaya throughout history. Risma is also listed as the first woman to be elected directly to the mayor through the election of regional heads throughout the history of Indonesian democracy in the reform era and is the first female head of the region in Indonesia who repeatedly included in the list of leaders. She fought for Indonesia by building the city of Surabaya to be the best city in the eyes of the world.

Examples of female figures described above are women fighters who become leaders for Indonesia, Women can become leaders and lead an organization or even nation. Polem that emerges is when women as a leader is more dominant them and sometimes decision making they take not necessarily in line with the majority. The sex and gender bias mechanisms that have so far been seen increasingly arise because the selfishness of women leaders can outweigh male leaders in decision-making. In women's organizations it will be more inclined to think about feelings, past experiences, to each other and impact on himself, unlike men who are more logical and focused on the outcome. This is what makes women leaders more polemic in the organization, because the feeling is greater than the logic, if the decision should be taken in accordance with what he (women leaders) it wants and all that affect the climate in the organization that will make the ups and downs of motivation employee work.

The stimulation of past experience processes and culture strongly influences women's leadership that we cannot deny that the first impression that women are weak creatures so that whatever they want must be fulfilled in other words selfishness has been nurtured from childhood. The process of all that cannot

be separated from the teaching of the cultural environment in the family.

This will of course be a concern of the organization or company, if the female leader is not in line with the employee in any case, because the climate of an organization will run well if good leaders have and loved by its employees. A communication climate must be formed from the beginning of leadership for forming an attitude and culture in work, the assessment of the employees towards the leadership determines the success or failure of a job.

Mintzberg (1993, p.20) argues that one of the determinants of corporate success in achieving the desired goal is the company in achieving the desired goal is the company has a strong human resource capability. In this case is really capable of performing duties and obligations in accordance with the authority and responsibility. The ability of a leader is needed to manage the human resources that exist in his company effectively and efficiently.

THEORY

Gender Concept

Gender is the difference between men and women formed by culture. Created and constructed by the community and can change according to the times. The concept of gender must be differentiated from sex (sex). Sex is a biologically determined sex distinction, which is physically attached to each sex, male and female permanently and cannot be exchanged. While gender is the difference between men and women in terms of: the nature, roles, functions, rights of behavior established by society, are therefore relative, mutable and interchangeable. This characteristic change can occur from time to time and from one place to another. Women's social control is much tighter than men (Sihite, 2007, p 230).

In Indonesia there are 3 (three) concepts in gender understanding. First, gender injustice and discrimination where this condition is unjust as a result of social systems and structures in which both women and men become victims of the system. Differences in the role and position of women and men directly in the form of treatment or attitude, or indirectly in the form of the impact of a legislation or policy have led to various injustices that have been rooted in history, customs, norms and structures in society.

These forms of injustice include (a) marginalization of women, (b) subordination, (c) stereotypical views, (d) violence, and (e) workload.

Second, gender equality and justice, where this condition is where the social portion and cycles of women and men are equal, harmonious, balanced and harmonious. This condition can be realized if there is fair treatment between women and men. The application of gender equality and justice must take account of contextual and situational issues, not based on mathematical and non-universal calculations.

Third, the application of gender mainstreaming. Gender mainstreaming or abbreviated as PUG is a rational and systematic strategy for achieving and realizing gender equality and justice in a number of aspects of human life (household, community and country), through policies and programs that address women's experience, aspirations, needs and issues and men into the planning, implementation, monitoring and evaluation of all policies and programs in various areas of life and development. Gender mainstreaming (PUG) is a strategy to reduce gender inequalities and achieve gender equality by using a gender perspective in the development process. Gender mainstreaming is the process of ensuring that women and men have access and control over resources, benefiting from development and decision-making at all stages of the development process and all government projects, programs and policies, in accordance with Presidential Instruction No. 9/2000 (Government of the Republic of Indonesia, 2000).

The history of gender differences occurs through a very long process. Through a long process, gender socialization is finally regarded as God's provision, as if gender is biologically irreversible, so that gender differences are regarded as both male and female nature. Because it is regarded as nature, the attempt to reject gender differences is seen as an act against God's provisions. Indeed, gender differences that give birth to gender roles are not a problem. In the world of leadership, although women who have the same capabilities as men, but they are reluctant to appear in front, not bias accept their own group become leaders, prefer routines and tend to avoid greater challenges and responsibilities. In the eyes of men, they

are still questionable and questionable leadership.

Socio-Cultural Concepts

According to Tatang M. Amirin (1986), social means anything related to the system of living together or the social life of a person or group of people within which is covered by structure, organization, social values, and aspirations of life and how to achieve them. Culture means the way or attitude of human life in a reciprocal relationship with nature and the environment that includes all the results of creation, taste, intention, and work, both physical and material psychological, indicative, and spiritual.

The concept of cultural patterns was first introduced by Ruth Benedict. The cultural term as we now use is viewed as the body's systematizing of the cultural behavior transmitted from parents to their children, culture is only part of the vocabulary known to a small group of professional anthropologists. In the modern world the term culture is now used more and more widely, Benedict emphasizes that culture is like an individual, more or less seen in consistent patterns for thinking and acting.

The projection of a person's personality that is influenced by his culture in the form of behavioral patterns. The personality patterns of the person are formed by the influence of cultural patterns, so the most important thing in every culture is the Culture Pattern. Every society cannot be observed from other people's cultural point of view, although it can be done in the form of comparative studies, two or more cultures can be compared, but cannot be equated.

Climate Communication Concept

Climate Communications Organizations are a relatively enduring quality of the organization's internal environment experienced by its members, affecting their behavior and can be described in terms of the values of a particular set of characteristics of the environment (Suminar, Soemirat, & Ardianto, 2004, p.69).

Redding in Buzzanell and Stohl (1999) says the climate of organizational communication is a function of the organization's activities to show members of the organization that the organization trusts them and gives them the freedom to take risks; encourage them and

give them responsibility for doing their tasks and providing open and sufficient information about the organization; listen attentively and obtain credible and candid information from members of the organization; actively counseling members of the organization so they can see that their involvement is important for decisions within the organization; and pay attention to high-quality, challenging work (Pace & Faules, 1994, p.148).

Pace and Faules (1994, p.142) say the climate of organizational communication consists of perceptions of organizational elements and the influence of these elements on communication. Dennis defines the climate of organizational communication as an objective quality of experience concerning the internal environment of the organization, including the organization's member perceptions of messages and the relationship of messages to events occurring within the organization. (Soemirat, Ardianto, Suminar, 1999: 69).

Climate is certainly influenced by the dimensions embodied in a communications climate concept, Redding argues that there are four dimensions of the communication climate (Buzzanell & Stohl, 1999), namely (1) leadership, helping them to build and maintain their sense of self to be valuable and important; (2) participation, decision making; (3) trust, trustworthiness and confidentiality; openness and candor; and (4) high performance objectives at which level high performance objectives are communicated well to organizational members.

The climate of organizational communication is important because it relates the organizational context to the concepts, feelings and expectations of organizational members and helps to explain the behavior of organizational members (Arni, 1995). Some experts in organizational communication also argue that the concept of "climate" is one of "the richest ideas in organizational theory, in general and in organizational communication in particular" (Argenti, 2010).

Theoretical Framework

Genderlect Theory

Genderlect is a word used to describe relationships between genders, and speak in the language they use. It is also an instrument in the field of sociolinguistic gender exploration and stereotyping. In

communicating between men and women it has a different way in some ways, all because of the cross-cultural influence experienced. Women use the connection of speech to make meaningful connections with others, while communicating men are used to gain status in the eyes of others, therefore men and women use different subjects. The existing stereotype is the habit of gossiping is a feature of a woman, who often deals with their personal and domestic issues, whereas the character of a man is free to communicate to a minimum, and to convey only important topics. There is even a stereotype of sound, where women are supposedly quiet and gentle, while men speak in authoritarian tones. This stereotype remains valid today, although in modern times today, the fact has found many contradictions between the two.

The expert focuses on gender-style, along with explanations, one of which is Deborah Tannen explaining that the communication process between men and women is part of "intercultural communication" (Tannen, 2011). Tannen also explained that, linguistics is an academic discipline aimed at understanding how languages work (Carroll, 2014, p. 58). Broadly speaking, the theory discusses how to communicate effectively between each other different gender, in the same language, in which there is a process of mutual respect, listening to each other, mutual tolerance, no superior - inferior, no one feels most true or false, no one claims a "high power - low power" view, and the relevance of this theory is an attempt to understand the different types of communication between men and women, aiming to improve better working relationships and help reduce misunderstandings and ongoing conflict (Tannen, 2011). This theory discusses the style of conversation, which is not what is said but how to state it by believing that there is a gap between men and women, because each is in a cross-cultural position, therefore there needs to be an anticipatory effort regarding the gap, because failure to observe differences in speech styles can lead to big problems later on and reveal how men and women are conscious in communicating in different ways, it shows how easy it is for all of us to misjudge the words and actions of others. This theory highlights mutual respect and understanding by showing that communicators should respect

and respect the communication styles of both men and women.

Communication in the research is communication conducted by women leaders who have different communication styles with male leaders, communication style is the problem when the recipients of communication messages that have different perceptions, because the communication of women leaders have different ways in the delivery of intent and purpose.

Attitude Theory (Stand-point Theory)

This theory provides an overview to understand the power system and authority on individual personal voices. In this theory that experience, knowledge and communication behavior are shaped by the social group to which they belong. This theory is also called the feminism attitude theory because it shows that women are under, benefited but men are also more benefited. It brings together this quest for better knowledge and commitment to the idea that knowledge is always related to power.

This feminist attitude theory has the following assumptions put forward by Nancy Riley (1999): (1) gender is the principle that compiles all societies; (2) gender is social construction; and (3) gender theory must involve inequality politics. Chafetz then complements this assumption with the fourth assumption that men and women think differently (Chafetz, 1997). Like other theories, attitude theory has several important concepts, such as attitudes, knowledge of tersituasi, and the division of workers by sex. Attitude is a position achieved based on the social location that gives one's life (West & Turner, 2010).

Maslow's Theory of Need

Maslow's theory of needs assumes that powerful people meet the more basic (physiological) needs before directing behavior to meet the higher needs of self-realization (Maslow, 1943). Lower needs must be met first before higher needs such as self-realization begin to restore one's behavior. It is important in Maslow's thinking that the needs that have been fulfilled give motivation. If a person decides that he or she receives enough money for the work of the organization in which he works, then the money has no more intensity. So when a need reaches its peak, that

need stops being the primary motivation of behavior. Then the second necessity dominates, but although the need has been satisfied, that need still affects the behavior only its intensity is smaller.

Maslow's theory divides human needs into five types (Maslow, 1943). First is the physiological need, which is the most basic hierarchy of human needs that is the need to live like eating, drinking, housing, oxygen, sleep and so on. Second is the need for security. If the physiological needs are relatively satisfied, then the second necessity is the need for a sense of security. The need for this sense of security includes the security of the protection of the dangers of occupational injury, the guarantee of their work and the guarantee of their old age when they are no longer working. Thirdly, the social needs which at the time of physiological needs and sense of security have been satisfied minimally, there will be social needs, namely the need for friendship, affiliation of funds more closely interaction with others. In the organization will be related to the need for a compact working group, good supervision, recreation together and so forth. Fourth is the need for rewards that include the needs of desire to be respected, appreciated for one's achievement, recognition of one's ability and expertise and one's work effectiveness. Fifth is the need for self-actualization, where self-actualization is Maslow's highest hierarchy of needs. Self actualization is related to the process of developing the true potential of a person. The need to demonstrate one's ability, expertise and potential. Instead of the need for self-actualization there is an increasing tendency for its potential because people actualize their behavior. A person who is dominated by the need for self-actualization is happy about tasks that challenge his abilities and skills.

Motivation Theory of Herzberg, Mausner, and Snyderman

Motivation theory proposed by Herzberg, Mausner, and Snyderman (1959) is often referred to as M - H or a two - factor theory that explains how the leadership can control the factors that can produce job satisfaction or job dissatisfaction. Based on research has been put forward two groups of factors that affect a person in the organization, namely "motivation". It is called that the real

motivation as a source of job satisfaction is achievement, promotion, reward and responsibility.

The second factor group is "good climate" proved not as a source of job satisfaction precisely as a source of job dissatisfaction. These factors are working conditions, interpersonal relationships, supervisory techniques and salaries. Improvement of this factor will reduce job dissatisfaction, but will not generate work impetus. The "good climate" factor will not generate motivation, but the absence of this factor will result in a malfunction of the "motivation" factor. Of the two motivational theories above, the researcher uses motivational theory from Herzberg that can support this research. Based on this theory, women leaders in the Directorate General of Housing Provision establish good working conditions or interpersonal relationships in order to generate good work motivation as well. So this can encourage employees to be passionate in working.

METHOD

In the research we must use the research method, in this study using qualitative method is a research procedure that produces descriptive information in the form of written words or oral from the people and behavior that can be observed (Bogdan & Taylor, 1992). Qualitative research is a research that produces and processes descriptive data, such as interview transcriptions, field notes, pictures, video recordings and so on.

Descriptive Research is a more prioritized research on the current picture of events occurring in the past or the past (Moleong, 2010, page 3). This approach is used because the data obtained is descriptive data in the form of written words and oral from the people as well as in the form of documents or behavior observed. In general, this research uses two methods of interview and observation or observation method. Interview or interview is done to obtain the data then continued with the observation so as to produce accurate data (Creswell, 1998). Data generated from interviews and observations are reviewed and examined in depth, verified and finally outlined conclusions. This research collects data in the form of words and pictures instead of numbers or descriptive. Thus the report and the results of this study will be in the form of

data quotations to illustrate the presentation of the results of the study.

In this study using case study method (case study) which is a study conducted focused on a particular case to be observed and analyzed thoroughly to complete. Here it is necessary to do a sharp analysis terhadap various factors associated with the case so that eventually will be obtained accurate conclusions (Ardianto, 2010). This study focuses intensively on a particular object that studies it as a case. As a case study, the data to be collected comes from various sources and the results of this study apply only to the cases investigated.

The phenomenon that became the case in this research is the communication climate of women leaders that existed at the Directorate General of Housing Provision, Ministry of Public Works and People's Housing, which aims to see the motivation of the performance of its employees.

RESULT AND DISCUSSION

The success of a company or organization can be determined by the leadership style that a leader uses to lead and direct his subordinates or employees. A leader in his position is a milestone of a company or organization. As a leader must have a great responsibility to the company. Leaders have employees who are tasked with helping all the work, lighten the task and become a companion in doing the work activities. Leaders must be able to have leadership skills, skills in managing everything. Gender issues of leadership leads to differences in communication styles used by male leaders and women leaders. Men tend to have masculine characteristics such as dominance, orientation towards achievement of specific results, ambitious, active, rough, strong, aggressive, confident, rational, steadfast in the face of something and not emotional and have the behavior change (take change) and female leaders tend to have characteristics that are feminism such as affective / loving, appreciative, friendly, sympathetic, gentle, comfortable, sensitive (sensitive and irritable), sentimental (easy to carry atmosphere), warm and easy to cry so that generally women leaders have the nature of take care care). (Welbourne, 2012: 28).

Women do have different characteristics where women tend to be feminine, so women are considered more appropriate in the field that requires patience, hospitality and of

course women have the skills in communicating for example services. Female leaders are different from male leaders, which distinguishes them:

1. Communication skills are more persuasive;
2. Better ability to nurture employees;
3. Think supplier;
4. Identify the problem;
5. More details on the job;
6. Always excited about working with employees.

In communicating women leaders are abler to express themselves and show their role as leaders, as in point 1, that leaders will use deeper communication to get closer to their work. Communication undertaken by female leaders is not the same as male leaders because women prefer to use their feelings and different perspectives. Communication has become a duty for a leader, to be able to communicate with subordinates or employees for the purpose to avoid misunderstanding (misunderstanding) in the execution of tasks. Employees perform their role as a person who helps the leadership in lightening the work, giving advice in making decisions effectively and play a role in internal and external issues of the company.

Gender issues are often discussed in terms of leadership or in other words the female leadership style is inseparable from the term gender, coupled with the patriarchal culture of the State of Indonesia is so thick. Patriarchal culture is a culture that assumes the position of men is higher than women, where in this culture men have authority over all things. The gender concept used in this study socio-cultural women and men have differences that refer to the emotional and psychological elements. This gender distinction raises a negative view or stereotype from the community regarding the leadership of a woman in a company or organization, this is called a social-cultural barrier.

In Indonesian society that still has the view that women are weak and not wise like men are handsome and wise so they are considered not able to lead the company, in addition from the communication style of women is considered gentle, subtle, not wise and not assertive so that a woman has stigma cannot yet become a leader.

In addition, there are also psychological barriers that are barriers derived from within

women where the virtue of women who become leaders have the emotional nature that has become the basis of socio-cultural. In the view of men that conversation as a way of establishing and maintaining relationships of status and domination, while women see the purpose of a conversation is to build and foster intimate bonds with others through talks on various issues and issues that are on the subject community or communal issues. Women tend to use communication to improve relationships and social networks with others. Leadership style is a way or strategy used by a leader in persuasive subordinates / employees so that they can act in accordance with his wishes, and to be persuasive employees a leader must perform communication activities with subordinates, where communication is the process of exchange between two individuals or more. Communication activities applied within a company or organization are generally used by a leader in influencing employees in achieving certain goals. That's when the communication process happens, even that 75% of human time is used to communicate.

A leader will definitely communicate with his employees because communication is an activity that cannot be avoided in the activities within the company. Communication within a company or organization is divided into two types of formal and non formal communication or upward communication (downward communication) and downward (downward communication).

Communication patterns between leaders and employees also become a very important thing to note because the communication pattern between the leadership and employees in a company or organization greatly affect the smoothness of activities or activities therein. A leader's communication can tell his or her opinions and information to employees or employees may also provide aspirations and opinions to their bosses. This can be an obstacle if the existing female leaders become more sensitive to the input given employees, so that employees should be more careful in providing input. Therefore, a leader is required to have good communication skills to his employees, such as;

a. Persuasion communication where a leader must be able to persuade employees to follow directions and opinions. Most female leaders can get their employees to

follow their direction in a gentle way and take a more professional approach.

- b. Communication motivates where a leader should be able to use words that encourage his employees to work better. Women leaders in the Directorate General of Housing Provision, Ministry of Public Works and People's Housing in motivating their employees in the same way use words to motivate and encourage work even more.
- c. Informative communication where leaders must also be able to inform a good news, positive or negative news to their employees. In the Directorate General of Housing Provision, the Ministry of Public Works and People's Housing The female leader prefers to inform positive or negative news by gathering his employees by forming internal meetings and conducting evaluations and reviews looking for solutions.

In terms of leader communication becomes the motivation for their employees in improving their work, which will ultimately increase the productivity of the Directorate General of Housing Provision, Ministry of Public Works and Public Housing, the leader is placed as a motivator for its employees.

CONCLUSION

Based on the discussion that has been done above it can be concluded that the women leaders should create a communication climate so as to create employee motivation working in the Directorate General of Housing Provision Ministry of Public Works and Public Housing as follows:

The socio-cultural background of a person can influence how he or she leads a company / organization, since the culture adopted so far assumes that men are better off in terms of leadership than women, this is what causes gender differences within an organization. If this gender difference emerges it will trigger a gap and the majority and minority may be hampering the employment of employees. The female leader here addresses her presence in the Directorate General of Housing Provision, Ministry of Public Works and Public Housing by using persuasive communication to its employees, in order to be more able to provide and receive information and cooperate with employees in order to accomplish any existing work.

The role of women as leaders becomes a renewal within the company, generating fresh ideas from the point of view of femininity. So women are considered more capable to motivate the work of employees who are under her, because leaders and employees need, such as mutual cooperation, exchange information and encourage each other. Encouragement from the leadership of the employees is easy direction and approval in the work so that employees are not confused and more easily improve their performance.

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