

Gender Issues towards Communication Aspects on Women Leadership Styles in Construction Company

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ABSTRACT

Construction is a field of work which is task oriented and has been classified as a masculine line of work. In social prototypes, a female leader is synonymous with traditional leadership that imitates men. Leadership theory with a gender perspective refers to Loden's theory which categorizes leadership as masculine and feminine. This theory not only refers to personality characteristics and work skills based on gender, but also the characteristics of work and work environment. Whereas Bass's leadership theory focuses more on effective leadership both conducted on a reciprocal (transactional) or change-oriented (transformational) basis. Through qualitative research methods, specifically examined how the internalization of organizational culture is applied by women leaders in a construction company, the results show that the leadership of PT Hutama Karya Infrastructure's Director who is a female leader, shows a masculine-transformational leadership style. Masculine characteristics are characterized by competitive, strategic, analytical, high control and not emotional characteristics. And feminine characteristics are characterized by result-oriented and high performance. Meanwhile, transformational leadership is seen as an effort to make changes for the better. Changes made include self-control, self-actualization, and changes in the system oriented towards achieving the company's goals. To implement this leadership, the organizational communication applied is democratic communication delegating not only tasks from top to bottom, but there are also inputs, ideas, and constructive criticisms that can be used as a reference for company policy, both from internal and external parties.

Keywords: *gender, female leader, feminine-masculine, transactional-transformational, construction*

1. INTRODUCTION

Organizational values and culture refer to a system of shared meaning held by its members. Through prior studies, Robbin stated that organizational culture might distinguish one organization from another [1]. A single largest factor affecting organizational culture is leadership, because it affects the entire organizational life cycle [2]. Leadership is an organizational element in undergoing group processes shaping personality traits, adherence to certain behaviors, persuasion, strength, goal achievement, interaction, role differentiation, and structure initiation. Leadership is necessary to strike a balance in an environment that is more likely prone to changes in decision-making choices aligned with actions. In this regard, there are two aspects of leadership in terms of decision making divided into democratic and autocratic

and have revealed the influence on the gender component[3]. Gender is thus a variable whose effects on leadership cannot be ignored [4]. Gender is a basis for determining the different contributions to culture and collective life as a result of which they become men and women. Gender stereotypes cannot be separated from beliefs regardless traits and psychological characteristics that are appropriate for men and women expressed in the social roles they play [5]. Basically, women and men have sex-role stereotypes that will affect their personality and behavior. Men are characterized by active, competitive, aggressive, dominant, independent, confident, and individualistic characters, while women are associated with sweet, emotional, expressive, sensitive, kinship, prioritizing compromise. To some extent, women in their context as leaders are faced with frame of mind closely linked to biological characteristics that cause differences in treatment and social expectations between men and women, known as gender.

Gender-based leadership theory refers to Loden's leadership model which divides leadership based on feminine and masculine characteristics [6]. Furthermore, Bass' leadership theory divides leadership into transformational leadership that is closely related to female leaders and transactional leadership that is identical to male leaders [7]. Gary Powell along with Anthony Butterfield and Jane D. Parent conducted a research on 348 students from business and managerial programs. From such project, it is known that there has been an increase in female managers from 21% in 1976 to 46% in 1999, and stereotypes of masculine characteristics dominating managerial leadership [8]. The studies conducted by Burke and Collin disclosed that women leadership styles are more likely to be interactive than men leadership. From Indonesia, Melyn Rosintan conducted a research on women leadership styles at PT Ruci Gas Surabaya and concluded that women leadership in an organization could combine the theory on Bass and Loden to produce a mixed leadership style between them. This is also confirmed by Nina Zulida Situmorang stating that in reality there are not always two styles that female leaders have, it could be that a woman leader has a combination of the two styles because it adjusts the characteristics or job demands and is not solely because of gender. Still from Situmorang, the combination of women leadership styles based on Loden and Bass' theory divided a matrix of women leadership styles into four leadership styles: feminine-masculine, feminine-transactional, masculine-transformational, and transactional-transformational.

One of the occupations that are more attractive to men is construction and infrastructure. This field is more likely to be male-dominated fields because of its characteristics relying more on logical skills, requiring more work in the field, obtaining high risks, and the skills to handle pressure [9]. Moreover, construction work also has limitations in working time. In one work activity or commonly referred to a project, a construction company has certain completion time in accordance with the work contract. The employer demands that every job should be completed on time. Such unique and stressful nature of the project triggers work pressure. However, quite a number of women work in this sector. In the United States in 1997, there were 9% of workers in the construction sector, 781,000 of which were female workers. This demonstrated that women also obtain the same rights in a masculine work environment and have the same fighting power in the work ethic.

Not surprisingly, several construction companies are currently led by women leaders, one of which is PT Hutama Karya Infrastruktur (HKI). HKI is one of the subsidiaries of PT Hutama Karya (Persero) which is one of the state-owned enterprises (Indonesian: Badan Usaha Milik Negara (BUMN)). Based on the company's official website, the organizational culture owned by HKI consists of:

1. Lean, means that eliminating waste in all processes in the organization.
2. Innovation by creating work environment that provides space for employees to communicate one idea

with another to introduce, to generate, and to implement new beneficial ideas for company.

3. Customer Satisfaction, a collection of norms and habits as well as responsibilities that can bring an organization to produce excellent service that meets the level of customer's needs, wants, and expectations.

4. Safety and environmentally friendly business processes that reduce negative impacts on the environment.

HKI has 4 (four) Directors. From this structure there is an interesting fact that 2 (two) director positions in HKI are held by 2 (two) women. As President Director, Aji Prasetyanti is responsible mainly for leading the pace of the company. In leading HKI, Aji Prasetyanti has a certain leadership style that is in line with the vision, mission and culture of company. The work culture adopted by HKI upholds democratic values and serves. Democracy is characterized by the opportunity given to employees to communicate one idea with another to introduce, generate, and implement new ideas that are beneficial to the company. This is in line with the type of women's leadership that is more democratic [10]. Consistent and continuous socialization and internalization are the main keys in the successful inculcation of organizational culture in a company. Therefore, it will be effective if the HKI Board of Directors understands, implements, exemplifies, and instructs HKI employees about the organizational cultural values that apply to HKI. The leadership styles and communication styles shown by men and women certainly have differences. However, for the construction sector which is quite unique, as well as the interest from women to be involved in the construction industry, it will form type of leadership that may synergize the two.

The leadership style is also reflected in the communication style carried out by a leader. The ability to communicate from leaders to subordinates is also one of the attitudes and skills that a leader must have, moreover the interactions carried out by female leaders and male subordinates have different actions and reactions because there are different mindsets between men and women. The communication styles possessed by women and men are clearly different, not only in the term of efforts to influence each other in terms of leadership [11]. But the ability of leaders to motivate, to change behavior, to trust, and to influence employees is also a strategy to measure the effectiveness of leadership. The style of communication in leadership possessed by women or men has mixed findings in its implications. The communication style of a leader is closely linked to the type of transformational-transactional leadership which focuses on the communication process between superiors and subordinates. Transactional leadership responds to the basic needs of subordinates and places the leader as the main axis. And in turn, the communication process that exists is more to orders from superiors to subordinates. In some extent, the employer shall provide rewards and punishments for the employees' performance. Thus, in transactional leadership type communication, leaders shall be able to convince employees to behave as expected by the leader. Conversely, in the type of transformational

leadership, the relationship between superiors and subordinates is based on values, beliefs, and assumptions about the organization's vision and mission that are closely linked to organizational culture. Transformational leaders can exert influence on the interests of groups and organizations rather than the personal interests. Transformational leaders are also more open to communicating with subordinates and tend to have more empathy than transactional leaders. Thus, in transformational leadership, the goals to be achieved are self-actualization, self-regulation, and self-control shown by subordinates in order to achieve organizational goals.

From such formulated background, this study will focus on the leadership style applied by Aji Prasetyanti as a female leader in a construction company that is identical to the characteristics of masculine work in terms of the aspects of communication carried out as a strategy of socialization and internalization of organizational culture in HKI. For this, the problem formulation of this research is: "What are communication aspects of leadership style on women directors when analyzed with a gender approach, especially with regard to the internalization of organizational culture in construction companies". From this research, it is expected that it could provide literature for women leaders in similar sectors to consider the leadership styles that can be applied in their respective companies. This research is also expected to enhance knowledge in the field of communication and organizational management.

2. LITERATURE REVIEW

2.1. Masculine-Feminine Leadership

Gibson et.al defines leadership as an effort to use influence and authority to motivate individuals (including groups of people) to achieve group goals [12]. The leadership style will appear when a leader makes a decision or takes a policy. How a leader communicates, coordinates and motivates her subordinates to behave in the decisions that have just been taken. Decision making is a leadership function that determines the process and level of success of the leadership itself. In a decision-making process, a leader must align four managerial functions: planning, organization, leadership and evaluation. Kenneth Nowack in Wirawan [13] examined various studies related to gender differences in leadership and concluded that women tend to apply more participative and transformational leadership than men. This is attributed to the hormone oxytocin, which is a key neurological contribution that responds to increased empathy, trust and greater collaboration in female leaders. According to Eagly and Carli [14], the obstacles experienced by women in leadership are double standards that must be applied to female leaders where she is required to be competent but also feminine, a standard that is not applied to male leaders. Feminine-masculine characteristics could be classified as follows:

Table 1: Masculine-Feminine Characteristics

Masculine	Feminine
Aggressive	Unaggressive
Independent	Dependent
Unemotional	Emotional
Objective	Subjective
Unimpressionable	Impressionable
Active	Passive
Competitive	Uncompetitive
Easy to make decision	Difficult to make decision
Independent	Dependent
Not offended	Offended
Speculative	Non-speculative
Less attention for self appearance	High attention for self appearance

Loden characterizes masculine leadership with competitive characteristics, hierarchical authority, high control for leaders, not emotional, and problem analysis. Meanwhile feminine leadership is characterized by cooperative, collaborative, low control for leaders, and overcoming problems with intuition and empathy. The characteristics of feminine-masculine leadership are much influenced by gender prototypes based on culture so that they can lead to women's leadership styles. In determining feminine-masculine characteristics with Loden's theory, leadership is measured through the operating style parameters, organizational structure, basic objectives, problem solving styles, and key characteristics. Then these parameters are juxtaposed with feminine-masculine characteristics so that the Loden parameter table is obtained as follows:

Table 2: Loden Characteristics

Parameter	Feminine	Masculine
Operating style cooperative	cooperative	competitive
Organizational structure	team	hierarchy
Basic objective	quality output	winning
Problem solving style	intuitive/rational	rational
Key characteristic	lower control	high control
	empathetic	Strategic
	collaborative	Emotional
	high performance	Analytical
	Standards	

2.2. Masculine-Feminine Leadership

The concept of transactional-transformational leadership was originally put forward by Burns in 1978 and then developed by Bass in 1985. Research on this leadership model has been widely conducted since 1990 when at that time the research on leadership focused on effective leadership. Transactional leadership is a leadership style in which a leader focuses his attention on interpersonal transactions between leaders and subordinates that involve reciprocal relationships. The feedback regards the classification of goals, work standards, work assignments, and rewards. Transactional leadership consists of the following elements:

1. Contingent reward, the role of contingent reward is manifested in the form of rewards for employees who work as expected in the work procedures.
2. Active management by exception, this includes employee supervision and corrective action to ensure that work is going well. In this case, a superior is actively looking for or catching mistakes that occur in his division to be corrected continuously.
3. Passive management by exception, this includes the use of sanctions and other corrective actions in response to deviations with performance standards made by employees.
4. Conversely, according to Lensuffie, transformational leadership focuses on any changes. Transformational leadership consists of four elements, as follows:
5. Charisma, leaders become role models for subordinates, are trusted, respected, and are able to make decisions that are best in the interests of the company.
6. Intellectual stimulation, transformational leaders can foster subordinates' creativity and innovation by developing critical thinking and problem solving.
7. Individual attention, transformational leaders can act as coaches and advisors to their subordinates.
8. Inspirational Motivation, leaders can motivate subordinates to have a commitment to the company vision and support team spirit in achieving company goals.

In general, female leaders show more transformational leadership while male leaders show more transactional leadership. In transformational leadership, the approach taken mainly from the interaction and communication between superiors and subordinates illustrates that the communication made by transformational leaders is more effective because it involves the communication of two parties. Therefore, transformational leadership is considered more interactive and transforms individual energy or motivation for group goals.

3. METHODS

This study adopted a constructivism paradigm with a qualitative ethnographic research method. Waters declared that qualitative research is the one prioritizing understanding and in-depth interpretation of meaning, reality, and relevant facts [15]. Consequently, the use of such method requires the seriousness of the researcher in making observations, abstractions, and interpretations through *verstehen*, with the following methodological implications. The application of qualitative methods in this study aims to construct and interpret the meaning and understanding of research sources. Research strategy will use ethnographic strategies aimed at understanding culture or cultural aspects in people's lives, in this study of course to understand the leadership style and communication style possessed by Aji Prasetyanti as the President Director of HKI.

Research on work culture will be reflected in the type of leadership applied by Aji Prasetyanti as the President Director of HKI. In constructing the leadership style, the parameters that can be used are the communication styles applied by the leader to his subordinates. Through this communication, the leadership's self-perception will be formed by the employees who are their subordinates. This self-perception will be identified so that in the end the research objective, namely to construct Aji Prasetyanti's leadership style as the President Director of HKI, can be achieved. Purposive sampling technique is adopted to determine the selection of sources in accordance with the objectives of the study. In qualitative research there is no generalization thus the choice of sources is also remained to obtain different elements among the selection of gender, educational background and position, as well as the interaction between sources and the object under study. From such reasons, this research is based on information from the following sources:

1. Informant 1, called AP, a female, has an educational background in Civil Engineering and Business Law, has worked in the construction sector since 1995 and then joined HKI since 2019.
2. Informant 2, called FDS, a female, has an educational background in Civil Engineering, has worked in the construction sector for 24 years, joined HKI since 2019.
3. Informant 3, called IZ, a female, has joined PT Hutama Karya since September 2018 and has an educational background from Management and Accounting studies and has worked in the banking sector with her last position as Corporate Relationship.
4. Informant 4, called AB, a male, has an educational background in economics from Diponegoro University, joined PT Hutama Karya since 2016 from management trainee program.

4. RESULTS AND DISCUSSIONS

AjiPrasetyanti's leadership style as President Director at PT HutamaKaryaInfrastruktur can be categorized as a masculine-transformational leadership style. AjiPrasetyanti's masculine leadership style is described as:

1. Operating style, AjiPrasetyanti's leadership style remains to be competitive. This is nearly linked to the scope of work in the construction sector. Competitive character is also developed through parenting that has been implemented since school age. In addition, as a gender minority during college, AjiPrasetyanti encouraged herself to obtain an equal position with male students. This character is also reflected in the desire to always excel wherever AjiPrasetyanti is placed.
2. Organizational Structure, in implementing the organizational structure in HKI, it might appear that AjiPrasetyanti applies teamwork. However, when analyzed more deeply, AjiPrasetyanti applies an organizational structure based on hierarchy. Where for AjiPrasetyanti, the coordination at the project level must be submitted by the head of the project and then reported to the center. Likewise, the application of rules and policies from the center to the field must be structured and follow the hierarchy set out in the organizational structure. This is important to minimize and anticipate the risk of irregularities, as well as a means of controlling the operation of the system in accordance with established rules.
3. Basic Objective, in this parameter AjiPrasetyanti shows more result-oriented feminine characteristics. A systematic work system applied in the HKI environment refers to the organization's values such as lean construction and safety. With the application of these values, it is expected that the work results shall be as planned. Both in terms of work patterns applied, timeliness, to the use of the company's budget and profit targets.
4. Problem Solving Style, AjiPrasetyanti is very rational in applying the problem solving style in IPR. For example, when a deviation occurs, the action taken is to make personal communication to the parties suspected of committing the fraud, moreover AjiPrasetyanti will explain how the impact of the fraud is not only for individuals but also for companies. Then, AjiPrasetyanti also acted in accordance with the rules against fraud that occurred, for example by transferring the employee to another position.
5. Key Characteristic, the last parameter that describes AjiPrasetyanti's masculine leadership style, such as high control, strategic, non-emotional, and analytical.

Meanwhile, feminine ones are high performance and collaborative.

AjiPrasetyanti needs a masculine leadership type to lead a company engaged in the construction sector. Because this sector relies more on logical skills, demands to be performed more in the field, has a high risk, and the ability to withstand pressure[16]. In addition, construction work also has limitations in working time. In one project implemented, the construction company has a certain time to complete the work in accordance with the work contract. The employer demands that every job be completed on time. Then most of the workers in this sector are men, and therefore to be able to lead in this sector, masculine leadership is more effective than feminine leadership.

Meanwhile, in terms of the communication aspect, the communication style applied by AjiPrasetyanti is a combination of downstream communication with a combination of upward flow or it can be said to be democratic and balanced. Downstream communication is reflected in the policies and SOPs implemented by AjiPrasetyanti in HKI. For example, the safety culture policy listed in the KPI whether at the company, division, unit, or individual levels. Another instance is in every work meeting held at the management level, routine meetings, and outreach to employees, AjiPrasetyanti always emphasizes the values held by HKI and designated herself as a role model to motivate employees both at management level and staff to implement these values in the work routine and as part of the company. Meanwhile, upward flow of communication is reflected in the openness shown by AjiPrasetyanti to receive input and opinions from employees, both related to SOPs and other policies as long as it aims to improve the organization. This is done both formally in the company, and informally through personal interactions between AjiPrasetyanti and HKI employees. This communication style shows AjiPrasetyanti's transformational leadership type.

In transformational leadership, the main goal is to achieve the company's goals for better change. The characteristics of transactional-transformational leadership shown by AjiPrasetyanti are described as follows:

1. Participation, AjiPrasetyanti led by two-way communication between himself and other parties both internal and external. Vertical communication is also applied to the flow downward or upward flow. Meanwhile, communication with external parties is carried out effectively through both oral and written communications. In receiving input, AjiPrasetyanti actively encouraged colleagues and IPR employees to be innovative and creative in order to build the company in a better direction. AjiPrasetyanti also involved his subordinates through direct interaction through both field reviews and coordination meetings.

2. Interpersonal Relations, Aji Prasetyanti builds interpersonal relationships with employees by placing employees as family and friends. From the use of the word "friends" which is always used by Aji Prasetyanti to denote HKI employees, it can be concluded that Aji Prasetyanti personally places them not as subordinates, but as work colleagues who also plays a role in the company. Thus, the contribution made by each employee is important and influences company performance.
3. Self-actualization, as a leader, AjiPrasetyanti shows herself as a part of the company thus what she figures out is a reflection of the company's image. For this reason, the main value held by Aji Prasetyanti as an individual and a leader is integrity. With integrity, Aji Prasetyanti actualizes herself in other perspectives as a

5. CONCLUSION

The construction sector is generally a largely male-dominated sector, yet along with gender equality between men and women there is an increase in the number of female workers in the construction sector, including in Indonesia. What is more, male workers remain the dominant figure of the working class, although the share of women, the minority, is by no means insignificant in construction companies. PT Hutama Karya Infrastruktur has four BOD people consisting of two male leaders and two female leaders. As the top leader in HKI, Aji Prasetyanti applies a masculine-transformational leadership style. This is characterized by leadership style that has high control, competitive, strategic, analytical, not emotional, and seeks to motivate employees to contribute and results-oriented thus they can achieve the company's main goals as evidenced by the increase in company profits in the year 2019 reached 1000% compared to profit in 2015. Therefore, the masculine-transformational leadership style can be an alternative to be applied by women leaders in the sphere of task-oriented construction work. The use of this leadership style cannot be separated from the applied communication style. Effective organizational communication plays an important role in achieving company goals; it is thus considered as the most effective way for masculine-transformational leadership, two-way democratic communication. Not only placing the leader as the center of organizational communication, but the employees are also provided with the opportunity to express ideas, opinions, and criticisms to company policies as long as they are willing to create changes for the better.

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person who can be trusted, honest, professional, and acts according to her duties and responsibilities and is able to make the best decisions for the benefit of the company. With this visible self-image, Aji Prasetyanti's charisma and dignity will encourage respect from employees. Realizing this, Aji Prasetyanti has positioned himself as a role model worthy of being emulated by both the management level and HKI employees to provide an example.

4. Motivation, Aji Prasetyanti's results-oriented leadership places motivation as a crucial aspect. Therefore, as a leader, Aji Prasetyanti shall provide motivation, and inspiration, and enhance employee's confidence, and optimism to achieve common goals. After the goals are achieved, the company's success is considered as mutual success.

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