

ASSERTIVE COMMUNICATION STYLE OF WOMAN LEADER IN MESTARA COMMUNITY

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Abstract

Assertive communication is a person's ability to communicate feelings, beliefs, and desires honestly by also providing opportunities for others to convey their feelings, beliefs, and desires. The purpose of assertiveness is to foster feelings of respect for oneself and others (Baskoro, 2012:27). This assertive communication style is identically carried out by the leaders of a group. Every woman leader has their leadership style. Therefore, this study aims to determine how the Assertive Communication Style of Woman Leader in the Mestara Community is implemented

In this study, the researcher used the speech act theory by John Searle and used the concept of Assertive Communication according to Diana Cawood. The research method used in this study is a qualitative research method with an interpretive paradigm. Data collection techniques used were semi-structured interviews and Focus Group Discussion (FGD). The analysis technique used is the Analysis Interactive Model.

Based on the results, the assertive communication style used by the woman leader in the Mestara community is to create a comfortable environment for members to express their opinions, besides being encouraged to have the courage to argue, members of the Mestara community are also trained to be able to receive input from other people. So that the communication is two-way. The woman leader in the Mestara community has succeeded in creating an assertive communication culture.

Keywords:

Assertive Communication Style, Woman Leader, Interpersonal Communication.

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INTRODUCTION

As social beings, communication is an important element in human life. Communication activities will arise if an individual interacts with other individuals, so it can be said that communication arises as a result of social relations. According to Liliweri (2017: 2) humans communicate to get needs, information, express opinions, feelings, and emotions. The meaning in communication needs to be interpreted the same to produce effective communication. Effective communication according to Liliweri (2017: 467), is when everyone involved in communication becomes a speaker and listener who pays attention to the content to ensure that the transmitted message is received and understood as planned.

Communication style according to Liliweri (2017: 254) is how we communicate when sending and receiving messages. By understanding this communication style, an individual can develop interpersonal interactions and relationships to achieve effective communication. That is, it can be said that communication style can make a person successful in living relationships with others (Liliweri, 2017: 254). Heffiner (in Liliweri, 2017: 254) classifies communication styles into three styles, namely passive communication style, aggressive communication style and assertive communication style. Passive communication is the style of individuals who tend to judge the presence of others as more important than themselves (Liliweri, 2017: 261). Passive communicators cannot express their opinions even though it makes them uncomfortable. Next is aggressive communication, this communication style is a style in which individuals feel themselves superior, want to win alone, want to be right themselves, also do not take into account the feelings and rights of others (Liliweri, 2017: 261). Communicators with this communication style tend to make others uncomfortable because they make too many requests with high intonation of speech and tend to be loud (Larasati, 2019: 18). Then finally, what is considered a win-win solution from the two previous communication styles is assertive communication (Kustiawan, 2022: 2486). Assertive communication is an individual style that defends their own rights but does not ignore the rights of others (Liliweri, 2017: 261). Assertive communication has the characteristics of communicating clearly and honestly in expressing their thoughts and feelings. By applying this assertive communication, an individual can convey a message clearly so that the recipient of the message will not have wrong assumptions or interpretations, because the sender of the message has explained it loudly, in detail and clearly with logical reasons.

In everyday life, communication with this assertive style can be a choice of solutions to be applied by communication actors both in the family, school and work environment. In the work environment, as a group that has dependence on each other, a company must be able to create an environment that makes its employees feel comfortable. This feeling of comfort can create a



safe working atmosphere so that employees can express their opinions demonstratively but still in accordance with applicable ethics. Building communication style in work environment is important communication becomes very important in organizations where communication as a binder of organizational unity helps its members to achieve individual goals as well as organizational goals, responds to and implements organizational changes, and plays a role in almost all organizational actions (in Lusyawati, 2022: 168) The figure of the leader in the company is also an important essence to be a driving force in creating a comfortable environment for its employees.

A leader is an individual or several individuals who organize, manage, and control the running of a company. According to Cattel (in Jatnika, 2019: 93), a leader is someone who creates the most effective change in realizing performance in a group. In this modern era, the figure of the leader is not only done by men, now women have begun to fill the bench of leaders or decision makers in several companies in Indonesia. This is evidenced by the results of the calculation of the Badan Pusat Statistik (BPS) in 2015 - 2016 showing that the Human Development Index (HDI) for women increased by 0.69 percent from 66.98 to 67.44. Based on the results of a survey conducted by Medina in the analysis of scientific work on "Women's Leadership in organizations engaged in Information Technology" concluded that women tend to be democratic. These results reinforce the theory according to Eagly and Johnson (in Yulianti, 2018: 20) which says that women's leadership styles are more democratic than men. The survey also showed that 78% of participants agreed that women place importance on interpersonal relationships, communication, worker motivation and task orientation. In this scientific work (Medina, 2013: 50) concluded that, women have five solid leadership foundations according to Chapman (in Medina, 2013: 50), namely how to communicate, motivate, lead, decision-making and positive power. With communication being an important foundation, assertive communication styles are often found in female leaders.

One of the female leaders who apply assertive communication style is the leader in Mestara community. Mestara Community is a social enterprise organization engaged in women empowerment. Based on the researcher's experience (pre-research), the researcher saw how the leader of this Mestara community communicates with her team. In addition, during the researcher's communication with her, the researcher saw that this leader had a firm and honest attitude without hurting the communicator's heart, which is one of the values of assertive communication style.

Seeing the phenomenon of assertive communication carried out by female leaders, researchers are interested in examining more deeply. The figure of the female leader that the researcher will examine is the female leader in the Mestara community, who is the Founder of



the Mestara community itself. This research is entitled Assertive Communication Style of Women Leaders in Mestara Community. Based on the background description above, the main problem in this research is as follows:

"How is the implementation of assertive communication style of Women Leaders in Mestara community?"

LITERATURE REVIEW

In this study, researchers observed a women's community called the Mestara community. Of course, as a women-only community, this community has a leader who is led by a woman. Researchers want to know how the application of assertive communication carried out by female leaders in the Mestara community. Based on the above thoughts, the following theoretical studies underlie this research.

Interpersonal Communication

According to Carl Hovland, Janis & Kelley (in Noor, 2017: 6), communication is a process by which a person (communicator) conveys a stimulus (usually in the form of words) with the aim of changing or shaping the behavior of other people (audience). According to Wood (2013: 20) communication is when the two parties communicate with each other with equal positions, exchanging roles simultaneously. The role in question is the role of the sender of the message as well as the recipient of the message. Someone who receives a message is called a communicant. So in outline, communication is the process of conveying information, ideas and messages verbally or non-verbally from a person to another person or group through various channels.

Communication can work well if done by two individuals. This communication is called the term interpersonal communication or interpersonal communication. Interpersonal communication according to Mulyana (in Wulandari, 2020: 6) is communication between people face to face, which allows each participant to capture the reactions of others directly, both verbally and non-verbally. The closeness of the relationship of the communicating parties will be reflected in the types of messages or their nonverbal responses, such as touch, expressive eye gaze, and very close physical distance (Mulyana in Yolanda, 2019: 10). Interpersonal communication is a type of communication whose frequency of occurrence is quite high in everyday life. Communication participants try to convince each other, by optimizing the use of verbal and nonverbal messages simultaneously, complementing each other, reinforcing each other according to the purpose of communication (Aw, 2011: 15).

In carrying out interpersonal communication in everyday life, every human being has their own interpersonal communication style. Heffner (Liliweri, 2017: 261) classifies

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interpersonal communication styles into three styles, there are passive communication, aggressive communication and assertive communication. Passive Communication is a communication style carried out by individuals who avoid expressing opinions or feelings, openly, about various matters relating to their personal rights, not too fond of expressing ways to meet their needs (Liliweri, 2017: 261). Liliweri (2017: 262) explains the characteristics of passive communicators are less able to express their feelings, needs and opinions to others, cannot make eye contact and appear with a less convincing posture, fail to be assertive towards others, and intentionally or unintentionally provide opportunities for others to violate their rights. The impact of this communication style is that communicators often feel anxious because they feel that their lives are beyond their control, feel trapped in difficulties so that there is no hope until finally after they realize what is happening, individuals tend to hate others because they feel their needs are not met (Liliweri, 2017: 262).

Next is Aggressive Communication, this style of communication is synonymous with manipulation. Communicators who speak in this style tend to believe that with power and control, they can fulfill their needs. Liliweri (2017: 263) explains the characteristics of aggressive communication are that it tends to want to dominate others, critically likes to blame or oppose others, speaks loudly, demands, likes to threaten, does not listen to others and often cuts off other people's conversations. The impact of this communication is that communicators can be alienated, hated by others because they feel uncomfortable, communicators can make others afraid until in the long run, they tend to always blame others to avoid the problems they face (Liliweri, 2017: 263).

Lastly, Assertive Communication, assertive communication style displays an individual who is assertive, honest, and confident so that he really respects himself. Liliweri (2017: 264) explains the characteristics of assertive communication are that individuals will appear as people who need, appreciate and respect others, they will express their thoughts and feelings clearly and precisely, always use the prefix "I" in their statements, listen to others, will maintain eye contact when communicating, display a relaxed body and will not let others manipulate them. The impact of this assertive communication style makes communicators feel connected to others, feel they can control their lives, feel mature because they can face and solve problems, and in the long run will create a healthy environment and mentality because they can take care of themselves (Liliweri, 2017: 264).

Speaking Action Theory

According to Littlejohn (2012: 163) in communication there is a study in the sociocultural tradition that studies how meaning is conveyed through interaction, one of which looks at the



Theory of Speaking Act or commonly referred to as speech act theory. Speech Act Theory was introduced by John Searle. This theory explains how an individual refines what he wants to convey through words so that it is more easily understood by other individuals.

An example of the implementation of speech act theory is when an individual makes a statement such as "I want to go to a concert". According to this theory, the meaning of the question above consists of several things. First, an individual produces a discourse. In this theory, it is called the utterance act, which is the mention of words in a simple sentence. Second, an individual asserts something or performs an action (propositional act) an individual states something and then believes in a certain thing for others to believe. Third, an individual fulfills an intention called an illocutionary act, which is the intention of the individual expressing the sentence. This is an important perspective in this speech act theory. Then the last, namely the action of influencing the interlocutor (perlocutionary act) where this will give the impact of the intention conveyed by the individual.

According to Littlejohn (2012: 164) in this speech act theory, the truth in a message is not very important, but the intention of an individual expressing the message will be considered more important. The meaning of this speech act is the power of influence.

Assertive Communication Style

Assertive communication is a situation where an individual boldly, firmly and positively expresses himself, without intending to attack the interlocutor or allow himself to be attacked by the interlocutor (Sumaryono, 2013: 2). According to Pearson (in Miranda, 2021: 6993) assertive communication seeks to fight for one's own rights but does not interfere with the rights of others. Meanwhile, in the context of interpersonal communication, assertive communication is defined as a person's ability to communicate feelings, beliefs, and desires honestly by also providing opportunities for others to convey their feelings, beliefs, and desires. The purpose of assertiveness is to foster feelings of respect for oneself and others (Baskoro, 2012: 27).

According to Cawood (1997:13) assertive communication has two principles, namely Giving Principle and Principle of Accepting. The Giving Principle means that an individual expresses himself directly, honestly and appropriately from his thoughts, feelings, needs or rights without unwarranted anxiety. Cawood also explains the meaning of the words direct, honest and in place. As said by Ahmad (2002: 17) that assertive communication is not only practiced through words, but there needs to be a match in nonverbal communication such as emphasis, voice intonation, manner and style of delivery. Next, Principle of Accepting, basically, according to Cawood (1997:17), assertive behavior is interactive communication. With this interactive nature, one must be able to have the ability to accept what the other person says and



feels without denying their own rights and thoughts. One can express their acceptance through the use of effective verbal words as well as supportive non-verbals such as eye contact and body gestures. Assertive communication is not only about the skills to give or convey opinions, but there are skills to receive input from the interlocutor.

Women Leaders

A leader is a figure who leads a group to achieve a common goal. According to Robert Tannenbaum (in Ropaida (2015: 17), according to Cattell (Jatnika, 2019: 93) a leader is someone who creates the most effective change in realizing performance in a group. It can be concluded that the keywords in leaders are those who have influence over something. This influence makes a leader able to give authority to other people called their subordinates. The leader will give direction to his subordinates to carry out the authority. In Indonesia, women are now beginning to fill the leadership benches. The existence of female leaders is essential in organizations. The representation of women in leadership positions is essential in realizing the welfare of the female community. With a woman's perspective, an organization will have policies that uphold gender equality.

RESEARCH METHODS

The research design in this study is to use qualitative methods with an interpretive paradigm. In general, a method is defined as a way or procedure to achieve a goal. In this research, the goal to be achieved is to find out how the implementation of the assertive communication style of women leaders in the Mestara community. For this reason, in this research, the method used is qualitative to help achieve this goal. The qualitative method according to Sugiyono (2017: 8) is a method based on the philosophy of postpositivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive/ qualitative, and qualitative research results emphasize meaning over generalization. In short, this qualitative method is a process for obtaining in-depth data using researchers as the key instrument.

In this study, researchers used the interview method to be the primary data of the study. Primary data according to Sugiyono (2017: 137) is a data source that directly provides data to data collectors. In this study, the data collector is the researcher. So it can be said that primary data is data obtained from the first data source or first hand in the field. This data can be in the form of interview results and so on.



In this research, data was collected through semi-structured interview and focus group discussion (FGD) techniques. Next on data analysis technique, researchers used Miles and Huberman's data analysis technique called the Interactive Model Analysis.

RESULTS AND DISCUSSION

In this discussion, the researcher describes the results of interviews that the researcher conducted with several resource persons in the study of Assertive Communication Styles of Women Leaders in the Mestara Community, namely GR as the leader of the Mestara community, three Mestara community staff namely SG, GM and MN. To strengthen this research, researchers triangulated sources by conducting interviews with an adult clinical psychologist, MT.

Implementation of Assertive Communication Style of Women Leaders in Mestara Community

Assertive personality is one of the factors contained in speech act theory. Speaking action theory explains how meaning is conveyed through an interaction, in this theory there are four things that envelop the theory of speaking action, one of which is volitional action, which is when individuals want to ensure the truth of a topic. At that time, an individual will behave assertively. This assertion can be in the form of stating, asserting, inferring and convincing. Assertive communication is a skill, so you can choose whether you want to do it or not (Cawood, 1997:20) GR said that her current assertive communication style was the result of adaptation when she worked in Berlin, Germany. GR's external factor is German culture. MT said that assertive communication is a skill and external factors are the strongest determinants compared to internal factors. The results of this information prove that external factors have a major influence on a person's assertive communication style. If an individual is in an environment that applies assertive communication, then the individual will imitate his environment and apply it in everyday life.

The culture of an organization, community or work environment is shaped and determined by its leaders. Organizational culture is a system of shared meaning shared by members that distinguishes an organization from other organizations. This shared meaning system is a set of key characteristics that the organization upholds. In other words, culture is a system of shared meaning (in Kholik, 2019 : 67). MN said that assertive communication can be established in the Mestara community, MN emphasized that the key to achieving an environment with a culture of assertive communication is to create comfort when discussing and when being in the Mestara community itself. SG agreed with the statements described by GM and MN, SG also added that the Mestara community is very open to discussing decisions. The

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culture of assertive communication, GR creates a work environment culture that does not blame others for its mistakes. With the creation of a no-blame culture, members of the Mestara community are comfortable talking without fear of being intimidated. This is the goal of Mestara community communication, which is to build mutual respect. The importance of a comfortable environment in implementing assertive communication is confirmed by MT. MT emphasized that assertive communication can be well established if the environment can apply the culture of assertive communication itself, because if an individual wants to apply assertive communication, but the environment refuses, then this will be a burden for the individual.

During the Focus Group Discussion (FGD) session, GM shared that Mestara community board members are required to have an opinion. Although Mestara community members are always encouraged to have an opinion, they are also trained to accept feedback on their opinions. This is the second principle of assertive communication, which is the principle of acceptance. GR will provide input to the opinions conveyed by its members with clear reasons, so that members can also receive input from GR well.

In the theory of speech acts, what GR does in carrying out communication is that GR creates discourse in his communication statements, in theory, this action is called a revealed action (utterance act). GR tells that the main focus in his community is to achieve his goal in one year, this is a propositional act, then GR carries out his goal, this reflects the act of willing (illocutionary act) until the end of the members listen, understand and do what is said by GR, this is an influencing action (perlocutionary act).

GR has a work system measurement within the Mestara community, namely, North Star. Based on Glints (accessed on March 05, 2023) North Star is a metric or parameter that can specifically assess to predict the long-term success of the company. GR always emphasizes on one main goal of the Mestara community in a year, so that she and her team can determine the focus and main priorities that must be done in that one-year period. GR also emphasizes that all of her team must move together towards the goal, if there are things that are not in accordance with the goal, then it is diverted or stored first.

CONCLUSIONS

The results of this study, based on the researcher's analysis through semi-structured interview sessions with GR and Focus Group Discussion (FGD) sessions with the three members of the Mestara community, namely SG, MN, GM, can be understood that the Mestara community has implemented a culture of assertive communication. Based on the results of the Focus Group Discussion (FGD) interviews, the three members of the Mestara community, namely SG, MN and



GM, said that GR succeeded in creating a positive and comfortable work environment so that members felt safe to express their opinions without fear of intimidation.

The form of openness to express opinions and receive feedback in leadership applied by GR is two principles of assertive communication according to Cawood (1997: 13-18), namely the principle of giving and the principle of receiving. Not only creating a culture to dare to express opinions, GR also creates a culture to dare to receive feedback, both positive feedback and negative feedback.

The assertive communication style applied by GR in leading the Mestara community is by providing clear, straightforward and detailed information about the purpose of the information. In the application of assertive communication behavior carried out by GR as a female leader in the Mestara community, GR leads with open leadership behavior with various discussions, feedback and actively asks its members about the obstacles they may face. With this leadership behavior and style applied by GR, members such as SG, MN and GM feel that they are growing and developing into better individuals in terms of the professional scope of work.

Based on this conclusion, it can be said that the assertive communication style and assertive behavior carried out by GR is with freedom of opinion and openness in receiving input. Through this assertive communication, harmony in the Mestara community can be established because of mutual respect between people.

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Tanggal Sidang : 12 April 2023

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