

Women's Leadership Communication Style in Overcoming Sexual Violence in the Workplace in the Digital Era

Gloria Angelita¹, Marlinda Irwanti², Dinda Dwimanda³

¹ Postgraduate Sahid University Jakarta

² Postgraduate London School Public Relations Jakarta

³ Undergraduate of Sahid University Jakarta

E-mail korespondensi: gloria_angelita@usahid.ac.id

ABSTRACT

Sexual violence in the digital era is an increasingly common problem. In the era of the Industrial Revolution 5.0, society has experienced a lot of progress in various sectors, especially digital communication. However, this also has negative impacts, one of which is the rampant harassment through digital or social media. Sexual violence in the digital era can occur in various forms, such as sexting, cyberbullying, grooming, or revenge porn. This also occurs a lot in the work environment, which occurs between employees or superiors and subordinates. This existence is very disturbing mentally the victim can even affect their future due to extreme trauma. To prevent sexual violence in the digital era, the state and society need to take preventive measures by providing education to children about safety when doing activities on social media. In addition, not only sexual violence against students, it also happens to women such as employees. This condition is an important highlight for society and scholars to conduct further research in order to find the right solution in eradicating sexual violence specifically in the work environment through digital and non-digital media. Technological advances cannot be avoided or stopped, especially in today's world of work. A firm, polite and competent leadership communication pattern is needed in every company and is able to supervise and even issue strict rules for all personnel such as: employees, superiors, third parties (colleagues). It is very necessary for every personnel in the work environment to be equipped with good digital literacy so that they understand and are wise in using digital technology in all their activities. This study uses a descriptive qualitative approach with a library data collection method (content analysis) and in-depth interviews to obtain accurate and true data.

Keywords: Digital era, Leadership Communication, Sexual Violence

INTRODUCTION

Work comfort greatly influences the realization of conducive industrial relations. One thing that needs attention in realizing work comfort is the existence of working conditions without discrimination including violence and harassment in the workplace. Violence and harassment are often carried out by abusing power so that victims will have difficulty in defending themselves.

Workplace violence and harassment are any unwanted, repeated and unreasonable acts directed at a worker/laborer or a group of workers that result in difficulties in carrying out assigned tasks or cause workers to feel they are working in a disharmonious company climate, which can also cause risks to health and safety.

Violence and harassment in the workplace can be experienced by anyone, both male and female workers. However, women workers are vulnerable to this. Violence and harassment often occur in areas with minimal supervision, such as: in the workplace, including public and private spaces that are part of the workplace, in places where workers are paid, rest or eat, or use

sanitation facilities, wash and change clothes, during travel, training, events or social activities related to work, even through work-related communications, including those enabled by information and communication technology, as well as accommodation provided by employers and public transportation when traveling to and from work.

In the current digital era, violence and harassment are increasingly widespread and open through cyberspace such as social media. The massive technological advances at the end of the current decade have opened up opportunities for many people to access indecent things which they then imitate and vent in real life. Data from the National Commission on Violence Against Women until the end of 2019, there were 406 cases and data from its institutional partners there were 13,568 cases, 71% of which were violence against women in the domestic environment, namely households and families. While around and around 28% of violence in the work environment or its surroundings.

Sexual violence and harassment have become the focus and headline news and have even become an issue that is widely discussed by senior agency officials, one of whom is the former Minister of Manpower, Mrs. Ida Fauziyah stated that acts of violence and sexual harassment in the workplace are the responsibility of all parties to seriously mitigate the prevention and handling of sexual violence in the workplace. Proper handling in this case must involve experts and qualified parties, because the consequences of this action are very fatal for the victim and can even lose their lives due to social law or sexual violence itself.

Sexual harassment cannot be tolerated, prevention and handling of sexual violence in the workplace really needs understanding, attention, and support from all parties. The attitude of supporting the seriousness of handling acts of violence and harassment, the Minister of Manpower Decree Number 88 of 2023 was issued as a guide for employers, workers/laborers, government agencies, and the general public in preventing and handling sexual violence in the workplace.

This provision was also voiced by Mrs. Chatarina Muliana, former Inspector General of the Ministry of Education, reminding not to underestimate sexual violence that can occur anywhere, including in the workplace and campus because it will cause many negative impacts for the victim. The impact of violence, especially sexual violence, cannot be ignored, because for the victim, with feelings of humiliation, intimidation, shame, fear, to the point of causing loss of work motivation.

Prevention of violence and sexual harassment in the workplace is the responsibility of agencies or companies in general and specifically the responsibility of leaders. It is very important for the presence of the role of leaders in controlling conducive and persuasive approach programs and being firm in responding to cases that arise in the area of their business. Leaders must be able to create a safe and comfortable atmosphere and be trusted by all employees or staff in their speech, messages delivered and become wise role models.

In today's era of openness, leaders have different characters according to the conditions and types of businesses they lead. Differences of opinion regarding the leadership style of a man and a woman do not lie in gender differences. Each has a strength of character that cannot be generalized, there are aspects that are the same, namely: a leader must be able to make the right

decisions for the progress of the company and its employees. In the process of achieving this goal, fundamental differences will be seen.

In the book on giving birth to female leaders with character, Thariq and Faisal (2010) say that female leaders use a more participatory approach, namely: during the decision-making process, women prefer deliberation, expressing feelings and ideas. This is one form that women prefer participation. And this is a good trait and is recommended by management experts to all female leaders today. This approach is very much in line with the intentions and hopes of Mrs. Fauziah, that an appropriate participatory communication style is needed in dealing with problems of non-violence and sexual harassment in the workplace.

Researchers consider this very important to be reviewed further in a scientific study to clarify the right steps in dealing with violence and sexual harassment in the workplace in the digital era, especially those led by female leaders.

Research Methodology

This research is a qualitative approach research using literature such as journals and articles to obtain factual data and supported by in-depth interviews with appropriate and accurate sources.

No	Name	Journal Title	Methodology
1	Nur Ratih, Yusuf & Laila, 2022	The leadership communication style of the female Regent of Kerawang	Descriptive qualitative approach
2	Rifatul & Rohid, 2023	Communication Style of Women's Leadership in the Field of Women's Extra-Campus Student Organizations in Tuban Regency	Descriptive qualitative approach
3	Fiqki & Iqbal, 2024	Communication Style of Female Sub-district Leaders in Bekasi	Descriptive qualitative approach

4	Aldi & Baby, 2024	Communication styles of female leaders in the hospitality industry	Descriptive qualitative approach
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State of The Art

This study specifically discusses the communication style of female leadership on issues related to overcoming acts of violence and sexual harassment which are psychological factors and have a long-term impact on the integrity of the life of a woman with a future that must be fought for and her dignity maintained. This study has the uniqueness of exploring the role of female leaders to be firm and not involve their natural bias when making fair and wise decisions, especially in an era of openness that must race with the technological revolution.

Discussion and Results

Communication Style

Everyone has a unique communication style, therefore if we know someone's communication style then we can also find awareness in ourselves and can develop interpersonal interactions and relationships to achieve communication. This means that communication style can make someone successful and effective in relationships with others.

Communication style refers to the way a person communicates with others. Each individual has a unique communication style, which is influenced by various factors such as cultural background, life experiences, personality, and personal preferences. According to Raynes as quoted by Alo Liliweri, communication style can be viewed as a mixture of oral and illustrative communication elements. The individual's verbal message used to communicate is expressed in certain words that characterize the communication style. This includes tone, the overall volume of the message spoken (Liliweri 2017).

For an agency or institution, leaders in society, and so on. Everything will not work well according to what has been planned in advance by the members. If the relationship between leaders and subordinates is not good, then communication is needed to interact with each other.

Communication style plays a very important role in leadership. An effective leader not only has a vision and technical skills, but also is able to communicate well. A leader who is able to communicate well can have a positive impact on the organization and his team. Communication skills are very important because communication is a bridge of meaning between humans so that they can share what they know and feel.

If communication is handled properly, open communication will occur. Open communication occurs when people feel free to communicate all relevant messages. Without open communication, cooperation is almost impossible because people cannot communicate their needs and feelings to others. That is why Bill Grove as quoted by Kaswan emphasized the

importance of communication for leaders by saying, "A great leader will spend a lot of time communicating." (Kaswan 2022)

Regarding effective communication styles, there are several experts who classify communication styles, one of which is Steward L. Tubbs and Sylvia Moss who mention 6 communication styles in organizations, namely The controlling style, The equalitarian style, The structuring style, The dynamic style, and The relinquishing style. (Asripilyadi 2022).

Women's Leadership

Many researchers have discussed the models and characters of female leadership, seen from the aspects of culture, religion and the public sphere or wider society. Indonesia, which adheres to the patriarchal ideology, assumes that leadership is held by a man and not a woman. Along with the development of the era and technology, this ideology has begun to experience abrasion in implementation. The era of openness that adopts digital-based technological means provides space for women to occupy leadership positions in a company that has a heterogeneous work environment or the majority of workers are women.

In a gender perspective, Doyle in Faqih (1996) stated that gender is a concept that describes the differences between men and women based on social and cultural factors. As a social characteristic, this difference refers to the emotional and psychological aspects, where the relationship between men and women is constructed so that it differs in time and place. Like women who are always identified as gentle, beautiful, emotional and maternal creatures. While men are considered strong, rational, masculine, and mighty. These characteristics can be exchanged because there are also men who have gentle, emotional and maternal characteristics, and vice versa.

The reality is that achieving an organization's goals cannot be separated from the role of a leader. The leader's efforts to influence and motivate his subordinates are very crucial. However, each leader has their own art and style. Women's leadership style cannot be separated from the discussion of gender. Gender is different from sex, sex is an identity or characteristic that distinguishes between men and women based on their biological characteristics. While gender distinguishes between men and women based on their socio-culture.

These gender differences refer to emotional and psychological elements that reflect social characteristics that have been constructed. For example. Women are known as weak, gentle, emotional creatures (feminism) while men are considered strong, rational, and powerful (masculine). This identity is not fixed, but can be exchanged. There are many strong women and men who have a gentle nature.

In general, the characteristics of women's leadership styles are divided into 2; namely feminine-masculine leadership and transformational-transactional leadership styles. The masculine leadership style has competitive characteristics, hierarchical authority, high control for leaders, is not emotional and has analysis in solving problems. While the characteristics of feminine leadership are cooperative, collaboration with both superiors and subordinates, low control for leaders, and tends to solve problems using intuition and empathy.

In the public sphere, female leadership (feminine) is recognized as having strengths that male leaders (masculine) do not have, such as:

1. Ability to persuade and negotiate (influence the person you are talking to)
2. Dare to prove criticism wrong
3. Have a high team spirit
4. They are more flexible, considerate and helpful to their staff.
5. Have strong charisma, with a persuasive and participatory approach, self-confidence, and strong will to complete tasks and energetic.
6. Dare to take risks in making decisions with a deliberative approach

Sexual Violence and Harassment

Sexual violence is any act of degrading, insulting, attacking, and/or other acts against a person's body, sexual desire, and/or reproductive function, by force, against a person's will, which causes the person to be unable to give consent in a free state, due to unequal power relations and/or gender relations, which results in or can result in physical, psychological, sexual suffering or misery, economic, social, cultural, and/or political losses.

There are fifteen forms of sexual violence according to the National Commission on Violence Against Women, namely: rape, sexual intimidation including threats or attempted rape, sexual harassment, sexual exploitation, trafficking of women for sexual purposes, forced prostitution, sexual slavery, forced marriage and divorce by hanging, forced pregnancy, forced abortion, forced contraception and sterilization, sexual torture, inhumane and sexually charged punishment, sexually charged traditional practices that endanger or discriminate against women, and sexual control including through discriminatory rules based on morality and religion.

Sexual violence has become an issue that is widely discussed in various places including the Indonesian Women's Ulema Congress (KUPI). KUPI is a series of long journeys of Muslim women activists in Indonesia that began in the 1990s. Initiated by three institutions, namely Rahima, Fahmina and Alimat. In a series of its activities, KUPI chose the issue of sexual violence as one of the discussions in the Religious Deliberation as a form of response to the anxiety experienced by more than 1019 women in Indonesia with complaints, and perhaps many more who do not complain because of fear, shame or intimidation.

The government has also highlighted this issue and has issued regulations related to this which are stated in the Law to protect female workers, as follows:

Sexual harassment is not explicitly regulated in Law No. 13 of 2003, but is included in the company's obligation to maintain morality. Article 76 paragraph 3 letter b of Law No. 13 of 2003. Furthermore, in the Minister of Manpower and Transmigration Decree No. Kep. 224/Men/2003 concerning the Obligations of Employers Who Employ Workers/Laborers Between 23.00 and 07.00.

This is certainly difficult to prove, especially if the company does not have a complaint mechanism that has been regulated in SE Menaker No. 03/MEN/IV/2011 concerning Guidelines for the Prevention of Sexual Harassment in the Workplace. The role of the Labor Inspectorate to carry

out prevention and promotion efforts related to sexual harassment and discrimination in the workplace is important so that unwanted things do not happen.

Looking at the data described, this condition often occurs and becomes an issue that must be addressed immediately and conducive steps must be found as a form of mitigation. Women who should get a special space to be protected and their dignity maintained in any condition and anywhere, in the digital era, they are actually cornered into a helpless position. Their honor and weaknesses are targeted by many parties who want to take advantage of their egos.

The era of openness that should be a positive vehicle for the wider community to work and achieve at the same time becomes a vehicle of fear for women to work and provide positive value in their participation in building the nation.

The era of digitalization

The digital era is a time when information and communication technology has become an integral part of human life. In this era, information can be accessed and disseminated quickly through various digital devices such as computers, smartphones, and tablets. Rapid technological developments have changed the way we work, communicate, and interact with our surroundings. This era of digital transformation also opens up great opportunities in the world of business, education, and social life, but on the other hand, it also poses challenges that cannot be ignored.

The development of the digital era began since the introduction of the internet at the end of the 20th century. The internet became the main foundation for the emergence of various technological innovations that had never been thought of before. This technological transformation has facilitated access to information and communication between individuals and organizations around the world. In the business sector, digitalization has transformed traditional business models into more efficient and innovative ones. This era of digital transformation has also had a significant impact on the education sector, where online learning has become the main alternative during the pandemic.

Entering the digital era brings various threats that must be watched out for. One of them is the increasing risk of cybersecurity including tapping of personal data, even very private ones. With more and more data being stored and processed digitally, the threat of hacking and theft of personal data is getting bigger and includes sexual crimes, such as uploading content, photos or narratives with a lewd nuance.

In addition, the impact of digital transformation can also be seen in the increasing dependence on technology that can reduce direct social interaction in society. Explaining the challenges of social interaction in this digital era to the younger generation is important to avoid social isolation and the impact of becoming a closed and introverted person, fear of the open social world and difficulty interacting in real life.

To face the challenges in the era of digital transformation, there are several steps that need to be taken:

1. Communication Field

The importance of mastering digital communication technology is key to running a business and daily activities. Companies need to ensure that all employees have access and the ability to use effective digital communication tools.

2. Quite Complex Technology Services

Businesses also need to consider using more complex technology services such as cloud computing and big data analytics to improve operational efficiency and better decision making.

3. Financial Technology

In this technological transformation, the financial sector is also undergoing major changes with the emergence of fintech. Companies must be ready to adapt to technology that can facilitate financial transactions and provide a better customer experience.

4. E-Commerce

E-commerce is one of the areas most impacted by the era of digital transformation. Companies that do not have a strong digital strategy will find it difficult to compete in this increasingly connected market.

Facing the challenges of the digital economy requires the right readiness and skills that must be provided to every person in order to protect themselves from things that are detrimental and have a very long impact, considering that digital footprints store unlimited data. Here are some things that need to be done:

1. Sharpen your ability to operate the device

Business people and employees need to continue to hone their technical skills to be able to take full advantage of digital technology. Mastery of software, coding, and data analysis is important in this era.

2. Enriching digital literacy

In addition to hard skills, soft skills such as communication, time management, and creativity are also very necessary to adapt quickly to technological changes.

3. Manage all incoming information

In the digital era, it is natural that the information received is increasing. The ability to manage information and make decisions based on data is the key to success in this era.

4. Foreign language skills

English, as an international language, remains an important skill. Mastering a foreign language will facilitate access to global information sources and open up business opportunities in the international market.

5. Seeking Experience

Experience working in technology or having direct experience with challenges in the digital transformation era will be very helpful in facing this era. By understanding the importance of digital transformation and taking the right steps, we can take advantage of the potential offered by this digital era while overcoming the challenges that arise.

Results

The progress of the era that is already at the level of industry 5.0, is the result of the works of humans who are involved in their seriousness to build a modern society that has ethics and dignity. Technological progress should be a safe and secure open space for anyone who uses and contributes to producing brilliant ideas and positive information exchange.

Currently, many companies and agencies have implemented smart work with badas results, they have started to leave work with muscle strength and manual. Education related to digitalization has been widely echoed and offered more qualified literacy in order to fence off acts of cyber crime, one of which is violence and sexual harassment in cyberspace. The presence of female leaders with strong characters is very much needed and has a communication style that is ethically and intellectually intelligent, including:

1. Ability to persuade and negotiate (equalitarian leadership style),
The power of a leader is very much needed to provide boundaries and barrier portals to prevent acts of violence and sexual harassment among fellow employees, especially women, and always see the equality of all employees as an asset that must be maintained. The character of a capable leader with a persuasive and participatory communication approach, which is the right choice in a company that can provide a sense of security at work and comfort in working and has a vision and mission that prioritizes good performance results and profit for the company.
2. Dare to prove criticism wrong (structuring leadership style),
Resolving cases of violence and sexual harassment is not an easy task considering the long-term psychological consequences, namely the loss of the victim's shame, self-esteem and future.
3. Have a high team spirit (controlling leadership style),
The process of resolving acts of violence and sexual harassment in the workplace requires patience and must be transparent to both parties involved, the results of which can then be used as a verbal warning so that it does not happen again. Psychological assistance must continue to be carried out so that the victim (employee) does not feel isolated or even alienated.
4. They are more flexible (dynamic leadership style),
full of consideration, and helps her staff A leadership style is needed with an approach that can communicate persuasively and participatively. This character is in female leaders, who prefer a participatory model approach in every problem solving and prioritize persuasive communication.
5. Have strong charisma (controlling leadership style),
with a persuasive and participatory approach, self-confidence, and strong will to complete tasks and energetic Persuasive communication is a communication model that requires an approach process that can be trusted by the communicator until the communicator gets an accurate answer. In Altman & Taylor (1978), persuasive communication is described as an onion that is peeled and has many layers, which are narrated by the layered onion skin as a form of data mining process to find the core of the problem in the 4-stage communication approach (introduction, exploratory affective exchange, affective exchange, stable exchange).

6. Dare to take risks in making decisions with a deliberative approach (relinquishing communication style),

The solution to resolving acts of violence and sexual harassment and their handling, a leader, especially a woman, will prioritize the factors of humanity and natural equality as well as her patience in a process, which is outlined in an integrated program by forming a special team whose members are mostly women and the support of the presence of men as a balance in thinking and perspective on the problem and the resolution process.

Conclusion

It can be concluded from the review and description above that female leadership has special characteristics, namely the nature of nurturing like the role of a mother in the family and this is a source of strength for women when holding the role of leader, in terms of their responsibility to their employees, such as: participation, delegation and granting of authority, better understanding of fellow women, and more forward-looking when responding to problems and their solutions.

Responding to today's challenges that are full of rapid technological advances and exceed geometric progression, every interested party is required to complete and add to the digital literacy that is continuously updated. Meanwhile, every company must periodically provide training related to digitalization to its employees and provision in aspects of ethics and politeness when surfing the internet. Work supported by technological devices should be used consciously and with great care, especially maintaining the confidentiality of company and personal data and the company's reputation.

A strong and open leadership style to technological developments is the right requirement to manage and lead a company and its assets towards a new world with brilliant achievements and harmony and prioritizing the principles of politeness, respectfulness and morality. These principles can suppress the emergence of acts of violence and sexual harassment against women in the work environment or around, because no matter how strong the defense against these despicable acts, women must also have mental resilience and be oriented to continue to protect themselves and avoid all possibilities of violence and sexual harassment from happening.

Taking a firm decision and proposing the idea of forming a task force with heterogeneous members to oversee and monitor every issue that arises related to violence and sexual harassment in the work environment and establishing a complaint post as a means of handling and mitigating it.

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