

The LO-MO-GO Leadership Communication Style: Reveal the Uniqueness of Culture Through Messages of a "Chairwoman"

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Abstract – Leadership communication is unique. The uniqueness also occurs on the leadership communication style of the Kentagor Female Women's Group (FWG) Chairperson in the Bogor city (Indonesia), for example, in this study. Kentagor FWG is the best performing FWG in this city. Many people from domestic and foreign who pay attention to FWGs and urban agriculture come to visit this group. The purpose of this study is to uncover the leadership communication style potentially shown by the FWG chairwoman related to group activities/urban agriculture practices. This study was qualitative research with a case study method. Data collected from interviews, observations, focus group discussions, and whatsapp group documentation. The results showed that the chairwoman of the FGD sent of messages which reflected various communication styles; "The LO-MO-GO Leadership Communication Styles." 1) Leader-Oriented (LO) emphasizes the leadership communication style which is more oriented into a leader. 2) Members-Oriented (MO) emphasizes leadership communication styles that more oriented to members. 3) Group-Oriented (GO) emphasizes leadership communication styles that more oriented to the group. The orientations of the leadership communication style and its uniqueness lies in understanding the messages (verbal-nonverbal) shown by the chairwoman.

Keywords – Leadership Communication, The Lo-Mo-Go Leadership Communication Styles, Messages (Verbal-Nonverbal), Uniqueness, Farmers' Women Group, Urban Agriculture.

I. INTRODUCTION

Bogor City in Indonesia identically has an environmental problem. It mainly due to carbon dioxide (CO₂) emissions from motor vehicle fumes. Besides, the city has also dubbed the City of a Buses Million (urban transportation). Other CO₂ emissions' contributors are from industry, electricity, and gas uses. Based on that, estimated CO₂ emission in Bogor in 2042 is reaching 20,027,878 tons (Nur & Purnomo, 2015). One of the efforts to absorb it is to create green open space, including through urban agriculture by farmers' women groups (FWG). Farmers groups are the target for agricultural development (Adong et al., 2012), but the formation of

farmer groups are not easily achieved by merely gathering people (Stevens & Terblanché, 2004).

According to the Ministry of Agriculture (Deptan, 1997), FWG formed through agreement on agricultural activities. Initially formed based on mutual agreement and directed to support agriculture programs promoted by the government. Urban agriculture has many functions, such as food supply and urban food security, utilization of open space, and urban waste, as well as job opportunities and sources of income (FAO, 2003).

The number of FWG in Bogor City consists of 95 groups. Some of them won various awards in Bogor city and West

Java Province. Many groups visited them from various cities/districts, provinces, and countries that interested in urban agriculture practices. These numbers lower compared to previous years, which reached 121 FWG (BPS Kota Bogor, 2019). It shows that one of the factors influencing the group to be active or inactive is due to the role indicated by the chairwomens.

One of the FWG in Indonesia, especially in Bogor City, Indonesia, is Kentagor FWG. This FWG has a garden on a loan area of about 2,500 square meters in the Dharmais housing complex, Bogor City. Although the establishment of this group is relatively new (September 2016), awards have been won, such as the first winner of Herbal Parks in Bogor city held by Bogor City Government and PT. Bintang Toedjoe (2018) and also the First Winner of the Best Performing FWG in Bogor City (November 2019) organized by the Bogor City Agriculture Office. According to the Chairperson of the Assessment Team, Ayub Cahyono, the evaluation criteria based on learning class, a vehicle for cooperation, and a production unit.

Guests or groups visiting Kentagor FWG came from 1) Serang District Agriculture Office, Banten Province (2018); 2) Agriculture Office of Sukabumi Regency, West Java Province (2018); 3) Solok Regency Agriculture Office, West Sumatra Province (2018); 4) Sereh Wangi FWG, Pelangi FWG, Tulip FWG, Bening FWG, Ciharashas FWG (from Bogor City) and several FWG from outside Bogor City or the province of West Java (2019); 5) students from Nusa Bangsa University and Bogor Agriculture University (2019); 6) PILI party, Lampung Province (2019); 7) Kalbis party, Jakarta (2019); 8) urban agriculture training participants from Cianjur, West Java Province (2019); 9) Sibolga Mayor team, North Sumatra Province (2019); 10) Detara Foundation and Master Degree students from the Netherlands (2019); 11) lecturers from Padjadjaran University, Bandung, West Java (2019); 12) PT. Bintang Toedjoe, Jakarta (2019); 13) students from Thailand, Malaysia and South Korea (2019); 14) groups from Food Security Agency leader of the Ministry of Agriculture of the Republic of Indonesia, Jakarta (2019); 15) group from Timor Leste; 16) Agriculture Service Office of Yakohimo Regency, Papua (2019); 17) students from Australia and the Bogor Agriculture University (2020).

Kentagor FWG focuses on the cultivation of vegetable crops and the addition of herbal plants (red ginger). This FWG has some facilities; 1) 8 x 10 square meter gazebo made of iron poles, light steel frame, asbestos roofed, equipped with a television and dispenser, 2) water sprayed from electrically pumped wells, 3) nursery house 3 x 7 square

meters, 4) parking for motorbikes and cars, 5) bathrooms and toilets, 6) Muslim prayer room with a capacity of 10 people.

The administrators and members of this group are housewives in their 40s to 60s who are all not farmers and do not have special farming skills. Their education averages a high school level, and the others are bachelors. Administrators/members of Kentagor FWG are consists of 25 people. They are retired employees, still working, have a business, active in social activities, and are homemakers only. The FWG Chairperson is a former elementary school teacher. Economically, they are not classified as weak but belong to the middle class.

The success and failure of the groups have influenced by leadership (Palestini, 2019), and urban agricultural practices have related by the leadership of the FWG chairperson (Nurnayetti et al., 2014). Other findings reveal that the success of urban agriculture requires strong leadership and does not depend entirely on self-help initiatives from community members (Evans et al., 2012).

Since the FWG chairpersons are a woman, then leadership style tends to be transformational (Chaluvadi, 2015; Eagly & Carli, 2003; Handriana, 2011). This leadership shows a strong relationship to the trust of members and suggests them to be capable and responsible in groups (Groves & LaRocca, 2011). The transformational leadership style is different from the transactional style. The transactional style is the style that emphasizes the relationship of "transactions" through rewards or punishments between the chairperson and members. The transactional leadership style is not relevant to the characteristics of FWG, whose management or membership based on willingness. The characteristics of a transformational leadership style are ideal influence, inspirational-motivation, intellectual stimulation, individual consideration (Bass & Avolio, 1994). However, this research does not intend to reveal the potential transformational leadership styles shown by the FWG chairperson. This theory has been widely used in research.

Several studies relating to the role of chairperson or leadership style of farmer group leaders, including FWG, used the other leadership styles theory (Afriandi, 2019; Alfathan & Saleh, 2018; Assidiq, 2011; Simatupang et al., 2018, Syahroni & Amanah, 2018). Their research used a style of leadership (communication) according to House (1996) that also well known, namely style: directive, supportive, participatory, and achievement orientation. Other example of leadership styles that are also popularly used in research include the situational style according to Hersey & Balanchard (1986): telling, selling, participating, and

delegating. Example of communication styles that often used in research include communication styles: controlling, equalitarian, structuring, dynamic, relinquishing, withdrawal (Tubbs & Moss, 1996).

Every of the leadership style or communication styles have differences as well as the potential for equality. This research does not use or for reveal specific leadership (communication) styles that have been widely known or conducted in previous studies. Almost all theories of leadership (communication) styles that are widely known emerge from research/studies in the context of organizations or institutions whose characteristics are different from groups such as FWGs. This research directed at uncovering the potential for other leadership communication styles (Mayfield & Mayfield, 2017) that reflected in messages delivered by Kentagor FWG chairperson.

1. Leadership Communication Style

Leadership and communication is integrated. The creation of the messages determines the leadership style conveyed related to context or situation (Littlejohn & Foss, 2009). Communication style is communication behavior that shown according to the situation or to get specific responses from the communicant (Kreitner & Kinicki, 2005). Mayfield & Mayfield (2017) formulated that leadership communication can be carried out by anyone who conveys messages according to his/her role (as leader/chair) to those who recognize him as leader/chair. Based on the synthesis of the three concepts, the leadership communication style is the communication behavior of the leader/chairperson, which reflected in the messages conveyed according to the context at hand or to get specific responses from followers/members. We use the concept to uncover potential of leadership communication styles Kentagor' FWG Chair related to urban farming practices/group activities.

2. Leadership Communication (Style) and Uniqueness

Research on this leadership communication produces unique leadership communication practices (Mayfield & Mayfield, 2017). The practice and uniqueness (style) of leadership communication, including that shown by Kentagor FWG Chairperson, is related to culture (Lynn-Sze et al., 2014). The culture that is inherent or followed by the chairperson and members of the FWG. Each culture is unique (Lynn-Sze et al., 2014), and culture teaches people to adapt to the social environment (Samovar et al., 2010).

Culture influences communication style and the way or style of communication can change the culture (Giri, 2006).

This leads to an explanation that the communication style displayed by the FWG chairperson has the potential to cause cultural changes, especially the culture of the members regarding group activities.

Referring to linkages of the leadership communication, culture, and uniqueness (Giri, 2006; Lynn-Sze et al., 2014; Mayfield & Mayfield 2017; Samovar et al., 2010), explicitly or implicitly, will be reflected in verbal (statement) and nonverbal messages (attitudes, behavior, actions) that are shown by the FWG chair to members. Verbal and nonverbal messages in a group are unique (Giri, 2006).

II. METHODOLOGY

This research used a qualitative approach that explores and understands the meaning of social phenomena (Creswell, 2017). The case study method used to reveal the focus of this research question that begins with "how" (Yin, 2004). The determination of Kentagor FWG as the unit of analysis is following the purposive sample (Moleong, 2014). This group is most achievers in Bogor City and has become a pilot or comparative study for others.

Data collected from interviews with the Chairperson and members of Kentagor FWG, focus group discussions (FGD), observations, and WhatsApp groups (WAG). The data collection is mainly messages on leadership communication shown by the Chairperson of Kentagor FWG related to urban agriculture practices and or members' activities. These messages were not only revealed by the chairperson but also experienced by members. The data presented is the result of reduction (Miles & Huberman, 1992). It referred to the synthesis of leadership communication style (Kreitner & Kinicki 2005; Littlejohn & Foss, 2009; Mayfield & Mayfield, 2017) which is not limited to leadership (communication) styles that already exist and are widely known. Findings based on data sources are verified and confirmed (Kriyantono, 2010).

III. RESULTS AND DISCUSSION

The data presented from this study lead to a leadership communication style oriented to three main things; 1) leader-oriented, 2) members-oriented, 3) group-oriented. All are reflected in messages (verbal and nonverbal) and presented in this section.

1. Leader-Oriented (L-O)

1.1. Style of Modeling/Exemplary (SM/E)

Exemplary is an essential reason that makes the FWG chairperson worthy of being followed by the members. Demonstrating exemplary means showing a worthy of being

followed while encouraging members to behave or act better. It demonstrated by Mrs. Eka Daryanti, the head of the FWG regarding his activities in the group. The main characteristics of GMK; showing skills, actions, behaviors, and or positive activities more than what is usually done by followers/members, something that makes the chairwoman/leader worthy of being followed.

Eka said, "I give an example such as go to the garden every day. I use to do anything, plant, pull out grass, water. Maybe because they always see me go to the garden so members are motivated".

"Yes, she always goes to the garden every day. From morning to evening," said Suwarsih, a member.

Listiawati, a member, said, "the chairwoman's example needs to emulated; for example, her character is patient and diligent. Every time she goes to the garden... Like, the garden is like a second home".

"Mrs. Eka's loyalty can be proven," said Atikah, a member.

"Maybe ... if the chairwoman is not Mrs. Eka, this FWG will not work," Supadmi, the other member, revealed.

1.2. Style of Build Trust (SBT)

A chairwoman or a leader must strive so that he always be trusted by followers/members. The chairperson of this FWG does the same. This style is characterized; try to be transparent in conveying something, clarifying, and or receiving correction.

Listiawati said, "Usually at monthly meetings, the chairperson informs the financial reports of the harvest in writing and verbally to members."

When the internal meeting in the gazebo, in the garden, Eka as chairwoman told the members, "... at that time in January 2018, we planted much corn, yes, so the result was 540,000 (rupiahs), February around 300,000 thousand (rupiah), March around 200,000 (rupiah), April around 75,000 (rupiah), yes this is because of fasting," chairwoman said. "... until now (as of December 2019, money from the harvest of 4,800,000 rupiahs. Money from aid (KRPL) must be used up according to spending, and there is real proof," she adds.

Regarding the clarification effort, a member, just calls "X," said, "Regarding the commercial use which is unclear, ... in the end, the chairwoman could explain because the members whispered (do not tell the chairwoman, huh?)."

Suwarsih said, "The superiority of the chairwoman always receives criticism and suggestions from anyone as long as it is positive, the shortcomings are less able to reject anything."

"I am as the chairwoman told the members that I should not speak alone, please, if there is something to be conveyed (to the assessment team on Kentagor's FWG)," Eka said in an internal group meeting. "... please input ... what should do please," she adds.

1.3. Style of Shows Patience and or Humility (SSPH)

Patience is an attitude that shows inner strength when receiving something that is not liked or not desired. Showing this attitude is useful in dealing with unpleasant situations or behavior of members as experienced by the FWG chairperson. This style is marked; calm attitude, not overreactive, accepting something unpleasant wisely.

"The strength of the female chairperson ... she is very patient. If members mock the chairperson, the chairperson says, 'Let it go.' If there are members who do not want to talk to the chairwoman, sometimes we are upset...," Rima said, a member.

"... The chairwoman does not want any member to be offended because of his words or actions)," Listiawati said.

Humility, as shown by the head of FWG, is one of the attitudes that strives to get closer to member acceptance. This style is characterized by; not revealing one's strengths, not demeaning others (members), and even trying to raise his self-esteem reasonably.

Eka said, "... there are no chair ...". According to Eka, "There are only 4 FWGs, out of these four FWGs, I am not boasting, this group is running. Whereas three other FWGs to this day ... Yesterday the last meeting (involving related parties) said so. So the financial statements are not clear; the results are not yet ... (meaning Kentagor FWG - pen). Ouch, what should say ... (so, it does not seem to boast)."

2. Members-Oriented (MO)

2.1. Style of Teach to Gratitude Style (STG).

Gratitude is an expression of good acceptance of something, as shown by FWG chairwoman Kentagor. TGS aims to foster awareness or attitudes that should be shown (members) towards something received. This style is marked by attitudes or statements that indicate; acceptance of something with a willingness or pleasure, maintain and or try to use it properly.

Eka Said, "...regarding the borrowed land; I conveyed to members that we must be grateful".

"Mrs. Eka, our chairwoman, said that we must love the garden," said Suwarsih.

According to Rima, "The Chairperson said ... (the land) is to be used properly and we have to produce good plants too".

Related to the members who rely on four men who always work in the garden, according to chairwomen, "They (the members) should not be like that. I say, precisely, the members must thank them, and we still have to carry out the duty to ease this joint work".

2.2. Style of Increases Knowledge/Skills of Members (SIK/SM)

Increased knowledge/skills must be possessed so that members are productive. This communication style is characterized by; deliver/show/teach/something so that members/followers know and or are more skilled.

Ina, a member, said, "When picking, I was taught by the chairwoman to plant chilies, mustard green, eggplants, and the seeds were small. I thought it would just be sown, but not".

"After being taught by the chairwoman, I also just found out (how to seed and water), it turned out to be thorough," said another member, Mariyam.

Suwarsih asserted, "Mrs. Eka teaches how to make a good and correct planting media according to the measurements."

"Mrs. Eka emphasizes the use of organic fertilizer. Also, anti-pest (organic) because our garden is organic," said Rima.

The chairwoman, Mrs. Eka, said, "I explained to them the ratio was 2-1-1. The amount of soil is twice as much as fertilizer and husk, then mixed".

Supadmi, said, "She taught us how to water plants. There is a technique".

Atikah, asserted, "Mrs. Eka as chairwoman teaches all ... how the ladies (the members) absorb it".

Regarding the cultivation and maintenance of plants/gardens, Chairwoman, Mrs. Eka, instill a foresight related to the results of her garden.

"What I remind members is how to make plants better in the future ..." Eka said.

2.3. Style of Provides Trust and Instills Honesty (SPTIH)

Giving trust to members is an attitude that makes them feel valued and happy to receive it. The FWG chairwoman

showed the same thing to his members. The characteristics of this style are; invite/let members/followers do something that potentially abused.

Regarding the chairwoman's trust to members, she said that the members were welcome to harvest, weigh, and determine the price of the vegetables they bought. According to Eka, in front of members, "... members determine their price ... later report".

To inculcate an honest attitude as the FWG chairwoman does to the members means to show the chair as a fair and right person. The hallmark of this style is ask or want to say or be right and fair.

Regarding honesty, Eka said, "... when there was a meeting with the Department of Food Security (Bogor City), I taught the members to be honest in expressing their opinions".

The chairwoman asked to divide vegetables for the members who received it yet. Rima said, "The Chairwoman said that if those who had been given (vegetables) do not yet (add), must be divided into members who have not yet received."

2.4. Style of Prioritize the Interests of Members Style (SPIM).

The FWG Chair showed an attitude that prioritized the direct interests of members rather than other interests. This attitude shows the right alignments so that members feel happy to accept it. This style is marked; pay more attention to the needs of members/followers, especially related to their rights.

Eka said, "Someone once wanted to buy up (harvest) in the garden; I did not receive it because many members also wanted vegetables ...".

Sariah, a member of FWG, said, "The Chairwoman said, the important thing is that members come first."

2.5. Style of Involvement in Problem Solving (SIPS)

Involving members in solving problems is very well done to foster a sense of ownership as well as a sense of responsibility for Members. Regarding the internal group problems, Mrs. Eka, as chairwoman, applies a style that involves members to solve it together. The characteristics of this style; said there was a problem, invited the members together to solve the problem.

She said, "If there are members who are often inactive but have no good reason, I am in consultation with other members to solve that problem".

In a meeting with members, Mrs. Eka allows members to reschedule their picket on another day. "... If you are tired of the picket on Monday ... and want to pick on Tuesday ... you can reschedule (picket day)," she said.

"I also told the members about pest problems ... I told the field extension officer, and he gave anti-pest fluids ...," she adds.

2.6. Style of Shows Pride in Members/Followers (SSP/M)

Showing pride to members as indicated by the FWG chairwoman is a form of recognition, appreciation for them. The characteristics are acknowledging or to state the willingness, ability, achievement, loyalty of members/followers.

Eka Said, "I said that without the solidarity and cooperation of members, this group would not succeed."

"She always said that what the group had achieved was the result of the cooperation of the members," said Krisna, a member.

"... we can be proud if members can plant moreover to harvest ...," Eka conveyed to the members.

3. Group-Oriented (GO)

3.1. Style of Loosen Rules (SLR)

The FWG Chairperson realizes that the management/membership in FWG based on willingness. Motivation to join in this group is generally more for social reasons (get-together, to get to know each other and be familiar with others) rather than the purpose of meeting food or money. This style is marked; tolerant of certain violations shown by members or followers so that they remain in the group.

"I often skip (picket) but still always protest. With the kindness of the chairwoman, we remain solid; no one is fussy," Suwarsih said.

Krisna, a member, told, " We have daily pickets; if not, there is a fine. The penalty is only 2000 (rupiah), but I am lazy to pay. The Chairwoman said nothing, did not reprimand if there were members who did not pay fines".

"If the chairperson is too rigid (in applying the rules), it will make members run away," Atikah said.

According to Eka, in front of members, "Previously we had made a rule, if up to 3 months the members were not active in picking and the reasons were unclear, they would be excluded (from FWG membership). However, I think it is not

like that as long as they do not talk straight out of the way... I also say this to the ladies (members)".

3.2. Style of Affirm the Commitment (SFC).

Although loose in enforcing the rules, in some instances, the chairperson shows firmness and or teaches commitment to members. It must do so that group cohesiveness is maintained. This style is marked; the importance of rules, commitments, promises, duties, sense of responsibility.

She said, "... I said (to members) that if there are members who became a burden, please leave. If they to join to be members, their commitment must be shown."

3.3. Style of Build Compactness (SBC).

The FWG Chairperson tried to show the group cohesiveness, among others, by asking members to be present when the guests arrived. Characteristics of the style of building compactness instruct, encourage, expect, and or arouse awareness so that members jointly do or show something.

"... it will come, guests, she always shares her duties with members, including in terms of consumption," said Listiawati.

"Come on, ladies, let us picket Sunday morning, rainy afternoon. Good luck", said Mrs. Eka through WhatsApp Group.

Regarding the chairwoman efforts in building the activeness of the members, a conversation via WhatsApp Group among members in below:

Eka: Ladies ... members of FWG ... please attend tomorrow at 1 pm because of students from Australia will visit our FWG. Let us show our cohesiveness ladies, keep the spirit at the beginning of this new year. We will be visited by guests again ".

Eka: Cohesiveness in uniforms ... ladies, to look tidy. Do not forget we take pictures with Australian students.

Lies: How many people will visit tomorrow ... come on, ladies, cheer up.

Eka: Around 20 Ma'am, hopefully, many members will attend ...

Lies: Yes, Mom ...

May: Sorry, Mom, I cannot attend tomorrow.

3.4. Style of Creating a Pleasant Atmosphere (SCPA)

The chairwoman stimulates members to be active in picket or coming to the garden. She was creating a conducive

or pleasant atmosphere. The characteristics of this style; inviting members to do something fun, entertaining, making happy feelings.

Some ways are done, such as inviting them to eat in the garden, reminding members to look after each other's feelings, avoiding conflict, and conveying plans for a picnic.

"The chairwoman tried to make the members care for each other's feelings. She often invites us to eat in the garden... We also have plans for traveling," said Listiawati.

"What is interesting about the chairwoman, she is friendly, protecting all members, and honest," Mariyam adds.

Showing tolerance in religion is part of the way chairwoman has received acceptance from members who are predominantly Muslim. It reflected when the non-Muslim chairperson canceled the planned internal group meeting when it clashed with the study Quran session of some members who were almost entirely Muslim.

According to Sariah, "... if there are meetings and clashes with the recitation (Quran), chairwoman postpones the meeting".

"... she accepts the difference ... even though her beliefs differ from us," Suwarsih said.

Based on the findings above, it can be concluded that the chairwoman of Kentagor FWG displayed a diverse and unique leadership communication styles. It reflected in verbal and nonverbal messages shown by the chairwoman and witnessed by the members. The three dimensions of leadership communication orientation above referred to as "LO-MO-GO Leadership Communication Style."

IV. CONCLUSION

The three dimensions of leadership communication style above have differences that emphasize orientation. 1) Leader-Oriented (LO) emphasizes the leadership communication style which is more oriented into a leader such as "Modeling/Exemplary," "Build Trust," and "Shows Patience and or Humility" as described above. 2) Members-Oriented (MO) emphasizes leadership communication styles that more oriented to members such as "Teach to Gratitude Style," "Increases Knowledge/Skills of Members Style," "Provides Trust and Instills Honesty," "Prioritize the Interests of Members," "Involvement in Problem Solving," and "Shows Pride in Members/Followers." 3) Group-Oriented (GO) emphasizes leadership communication styles that more oriented to the group such as "Loosen of Rules," "Affirm the Commitment," "Build Compactness," and "Creating a Pleasant Atmosphere." Each leadership communication style

orientation has peculiar characteristics and reflects the cultural uniqueness of the chairperson and members (Giri, 2006; Lynn-Sze et al., 2014; Mayfield & Mayfield 2017; Samovar et al., 2010).

The results of this study contribute to the study of pure communication that reveals findings of leadership (communication) style based on messages (verbal-nonverbal) shown by a leader of a group which characterized like FWG. Practical contributions can be used as material to maintain or develop a group (whose administrators or membership prompted by the willingness and more socially motivated) through communication styles that can be shown by the chairperson. Attention to individual culture in groups must be a concern in pursuing/developing this leadership communication style.

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