Indragiri Hulu Regent's Communication Style in Carrying Out Duties

Gaya Komunikasi Bupati Indragiri Hulu dalam Menjalankan Tugas

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Abstract
Women's representation to become regional heads has the same position and opportunities as men. At 27 years old, Rezita Meylani Yopi is the youngest and first woman to serve as Regional Head in Indragiri Hulu Regency, Riau Province. At this relatively young age, Rezita's approach to building relationships through communication has its appeal both in government and in society. This research aims to analyze Rezita Meylani Yopi's communication style in carrying out her duties as Regent of Indragiri Hulu. The research method used is a qualitative research method with a descriptive approach. The location of this research was carried out at the Regent's Office of Indragiri Hulu Regency, Riau Province. The results of the research show that the communication style used by Rezita in carrying out her duties as Regent of Indragiri Hulu is an Equality Communication Style. This communication style prioritizes an emotional approach to building relationships with the public in Indragiri Hulu Regency. Apart from that, the communication that was built also depicted two-way communication that was not only centered on Rezita as the regional leader.

Keywords
Style; Communication; Leadership; Indragiri Hulu.

Abstrak
Keterwakilan perempuan untuk menjadi pemimpin daerah memiliki posisi dan peluang yang sama dengan laki-laki. Pada usia 27 tahun, Rezita Meylani Yopi merupakan perempuan termuda dan pertama yang menjabat sebagai Kepala Daerah di Kabupaten Indragiri Hulu, Provinsi Riau. Pada usia yang relatif muda ini, pendekatan Rezita untuk membangun hubungan melalui komunikasi memiliki daya tarik baik di pemerintahan maupun di masyarakat. Penelitian ini bertujuan untuk menganalisis gaya komunikasi Rezita Meylani Yopi dalam menjalankan tugasnya sebagai Bupati Indragiri Hulu. Metode penelitian yang digunakan adalah metode penelitian kualitatif dengan pendekatan deskriptif. Lokasi penelitian ini dilakukan di Kantor Bupati Kabupaten Indragiri Hulu, Provinsi Riau. Hasil penelitian menunjukkan bahwa gaya komunikasi yang digunakan Rezita dalam menjalankan tugasnya sebagai Bupati Indragiri Hulu adalah Gaya Komunikasi yang Setara. Gaya komunikasi ini mengedepankan pendekatan emosional untuk membangun hubungan dengan masyarakat di Kabupaten Indragiri Hulu. Selain itu, komunikasi yang dibangun juga menggambarkan komunikasi dua arah yang tidak hanya berpusat pada Rezita sebagai pemimpin daerah.

Kata Kunci
Gaya; Komunikasi; Kepemimpinan; Indragiri Hulu.

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1. Introduction

Communication can be felt in various environmental conditions and situations in society, without exception within an organization. The success of an organization in achieving the vision and mission of the organization depends on how the communication relationships are built within it. If communication is not carried out properly and correctly, there is a big possibility all processes in the organization experience distortion and it is difficult to achieve the goals of the organization. Sikula (2017) explains how communication becomes a means of exchanging information and data and creating mutual understanding between one another." This shows that there is the same meaning between the communicator and the communicant in understanding the message conveyed.

Just like a bridge that connects one another, the presence of communication is also expected to be like a bridge that unites the flow of messages and information in an organization. Each individual's ability to convey and receive messages is different. Education, social background, and culture are a few of the many reasons that influence an individual's capacity to receive and convey messages. This difference can be an obstacle in the process of exchanging information within the organization but can be a challenge for the organization in providing the atmosphere needed by the organization and the role of leaders is very influential in the journey of an organization.

The author makes an analogy of an organization being like a ship sailing on a vast ocean. Just like a ship that wants to cross the ocean, it needs a crew that is reliable and has special abilities in this field. Apart from that, what is no less important is the presence of a captain who is capable and reliable in providing instructions, direction, and motivation which is needed for every ship's crew. Leaders in an organization serve as a guide and foothold for individuals in carrying out their activities and work.

Everything a leader does, whatever is done by individuals in the organization, always uses communication. Whether it is communication in verbal form such as verbally or in non-verbal form through certain signs. According to Deddy Mulyana (as cited in Suharsono & Dwiantara, 2013), "the process of interaction in the form of communication in which there are activities to share meaning through verbal and non-verbal behavior between two or more people." The process of delivering it directly or using certain symbols is one of the determining factors in conveying information from the communicator to the communicator.

Each leader has a different way and style of interacting and communicating. Pitasari (2015) explains that every leader has a style of communication that they build in both formal and informal settings. This communication style affects the performance of employees in the organization. The more intense the communication between the leader and his subordinates, the more productive the employee's performance will be. On the other hand, when communication is disrupted (decreased), employee performance will also decrease. This is reinforced by Zahara's explanation (2018) that visionary leaders usually can convey messages and information to individuals within their organization. Besides being able to be a reliable communicator, leaders can also build a spirit of participation in each of their employees. Furthermore, according to Wibowo (as cited in Suciati, 2015) each individual has his characteristics in communicating and this is usually known as communication style. Several aspects that cause differences in communication can be seen in the communication style, patterns, procedures, and expressions presented when the communication is taking place.

There are more than hundreds of regional heads who lead each region and are spread throughout all districts, cities, and provinces in Indonesia. One of them is Rezita Meylani Yopi who was elected in the simultaneous general elections in 2021. Rezita leads as Regent in Indragiri Hulu Regency. Appointed at a young age, several

parties, including the community in Indragiri Hulu Regency, questioned Rezita's ability and experience to be a leader. Apart from that, problems in society that are considered complex provide challenges for him to solve.

In carrying out her duties as a regional leader, Rezita synergizes every available resource both in government governance and in terms of implementing its programs for the community. In this case, Rezita communicates within the government communication environment that she built through the processes and stages required by the regional government of Indragiri Hulu Regency. According to Ismandianto et al. (2019), government communication is the delivery of ideas and government programs to the public to achieve state and national goals.

Leadership and communication are two sides that become one and cannot be separated from all forms of institutions, be they organizations, institutions, or governments. The presence of a leader has an important role in bringing an organization to grow and develop in the face of increasingly advanced developments. This is a challenge for the leader himself to follow or even move one step further in seeing this challenge as an opportunity. So, it cannot be denied that this is one of the success factors of an organization can be determined by the superiority of the leader. Superiority Leaders are determined by all aspects, one of which is excellence in communicating with all members of the organization and the surrounding environment.

In Rezita's leadership, the author sees a new atmosphere that she brings both within the government and in society through the communication she builds. This communication becomes a bridge and link between him as a leader and the organization and community he leads. He made a breakthrough where up to now the interaction between leaders and those being led was carried out in a more rigid and monotonous way. Through an emotional approach and combining it with her feminism, the communication that is built is warmer and far from the previous stiff impression.

Research conducted by El Adawiyah (2017) explained that women's leadership in various regions has given a different color. Women's political leadership provides an approach where leaders position themselves to what is felt by the community itself or what is known as empathy. In general, women's political leadership and policies will focus on the development of women who are considered more capable of solving fundamental problems in society.

Pitasari (2015) explains communication is something that is the main thing in establishing relationships between individuals. Likewise, when organized, communication becomes a means of achieving common goals within it. The main goal of communication is to have a common meaning between the communicator and the communicant and vice versa. Understanding and understanding each other. This is the opinion of Maman Ukas (as cited in Pitasari, 2015) that there are at least five things that are the aim of communication itself, as follows: 1. Determining and spreading the meaning of a business. 2. Designing programs to achieve goals. 3. Manage all existing resources appropriately. 4. Determine and provide opportunities for organizational members to be creative so that we can assess it. 5. Lead, guide, encourage, and build a work atmosphere where everyone volunteers to contribute to the organization.

Based on this, the author is interested in raising the focus of research to analyze Rezita's communication style in leading Indragiri Hulu Regency. To analyze this communication style, the author looks at the verbal and non-verbal communication he carries out both in government and in society.

2. Methods

This research uses qualitative research methods with a descriptive approach. Qualitative research is a method that can be used by writers to conduct research by digging deeper and more comprehensively into the social phenomena being discussed. According to Ardial (2014), the qualitative approach is research and understanding process based on a methodology that investigates social phenomena and human problems. Strengthened in research, namely qualitative research from Denzin and Lincoln in Lexy J. Moleong, who mentions natural research, which interprets existing phenomena and then uses existing methods (Febrina & Isril, 2018). In this research, the author analyzes the communication style used by Rezita Meylani Yopi in carrying out her duties as Regent of Indragiri Hulu Regency for the 2021-2024 leadership period. The author chose a descriptive approach to be able to describe more clearly the analysis of data and information obtained in the field through interview, observation, and documentation data collection techniques. In collecting data through interviews, 17 people became informants in this research. The informants came from various backgrounds and social statuses in the community, such as the Deputy Regent of Indragiri Hulu, the Regional Secretary, Leaders of Regional Apparatus Organizations, Figures, and Community Elements and there were 5 people from the community who lived in Indragiri Hulu Regency. Interviews include communication between two parties, namely one whose role is to provide information and one whose role is to ask questions (Ibrahim et al., 2020). Observation is a means for the writer to make direct observations of the object under study (Sari et al., 2019).

The data analysis technique in this research uses the Miles and Huberman analysis technique. This technique provides the author with the opportunity to process and verify data through several stages including, collection, reduction, presentation, and concluding the data obtained earlier. Meanwhile, for data validity checking techniques, the author uses extended participation as a way for the author to be directly involved in the research process and data triangulation to ensure the validity of the data obtained in the field. The location of this research is at the Regent's office of Indragiri Hulu Regency, Jalan Lintas Timur-Pematang Reba, Pematang Reba Village, West Rengat District, and is ± 184 KM from Pekanbaru City, Riau Province as well as in several places in Indragiri Hulu Regency.

3. Results and Discussion

Every leader, whether in a company or government organization, has a different communication style in running the organization in his government. Therefore, in the results of this research, the author analyzes Rezita Meylani Yopi's communication style in carrying out her duties as Regent of Indragiri Hulu based on the verbal and non-verbal communication that Rezita has built both within the government and in society.

3.1. Rezita Meylani Yopi's Verbal Communication in the Government Environment

Various problems in the government system, including governance, duties, and functions of each position and administration in government, provide an opportunity for Rezita to catch up with her experience in the field of government bureaucracy. He is a leader who learns quickly and has great curiosity in finding solutions to existing problems. This tenacity can be seen from the fact that he does not hesitate to discuss with related parties who are directly related to the problem.

Through this discussion, Rezita provided an opportunity for employees within the Indragiri Hulu Regency government to convey opinions, views, and ideas, which will be input for her in designing better programs and policies for the future. Apart

from that, Rezita also used this opportunity to dig up information that she didn't know yet, whether looking at the regulations, who was involved, the extent of the limitations of each agency, down to the smallest things in its administration.

Leaders have a leading role in providing renewable innovation in opening the mindset of those they lead. This innovation does not come by itself, Rezita sees opportunities that exist both from human resources and the availability of supporting facilities. In line with the research conducted by Setiawan and Ikhsanditya (2020), he explained that innovation is a necessity in producing new programs in an organization. Good consideration and calculations are needed so that the innovation not only brings goodness but also benefits. He calculated all this carefully so that he gave birth to programs that could be accepted by the community. Apart from that, through this step, he also encouraged his subordinates to carry out these innovations. Innovation is one of the methods used by leaders to influence subordinates in responding to current developments (Melinda et al., 2020).

Harapan and Ahmad (2014) explains that verbal communication is communication using verbal symbols and consists of three elements when viewed from grammar, one of which is cymatics. Cymatics is knowledge about the meaning of words or combinations of words. In her communication, Rezita also pays attention to her choice of words and where she is speaking. Like when he was around the community, to describe cooperation and cohesiveness he conveyed it by using the word "Gotong Royong". Meanwhile, when he was in a government environment, he chose the equivalent of the words "Synergy and Collaboration".

Like a large organization, it consists of various divisions and sections and is filled with various characters of people who run it. Without realizing it, leaders must be able to see the personal needs of employees which will indirectly impact their world of work. This has an impact on employee motivation in carrying out their duties, this is where leaders are required to be observant in understanding human behavior in an organization (Sutrisno, 2018). In communicating work programs, Rezita takes several approaches to position a person's position in the right place. This is done so that in carrying out their duties, the individual can be more optimal, and the achievement of the work program can also be achieved. In this process, he prioritizes openness for the parties involved in compiling, planning, and implementing this work program.

In line with research conducted by Nurdiani and Fitrah (2023) who explained leaders filled by women are known to be observant and thorough in carrying out and carrying out their duties, women's thoroughness in leading is high, for example in supervising the development of their community and their subordinates, always prioritizing their subordinates or their community, seen in communication women convey it gently and in a good way. The level of sensitivity of women in leading is different from that of men. Without realizing it, women can look at social phenomena and problems carefully and analyze them more closely.

A good program without good communication and cooperation will produce a product that is not optimal. For this reason, Rezita has always called on various occasions to maintain cohesiveness and cooperation within agencies and across agencies. The saying he uses as an analogy in discussing this is "If you want to walk fast then run alone, but if we want to walk far then go together". This collaboration does not just happen, it takes time and strong ties. Not limited to the world of work but how we build relationships emotionally. This is what Rezita always calls for leaders of regional organizations in dealing with relationships with their subordinates. It didn't stop there, he encouraged employees to be able to produce creative ideas to increase work productivity. These ideas are of course based on experience gained from learning to see phenomena that occur after a program is implemented or learned from employee readiness in accepting new things.

Realizing the work program planned by the Indragiri Hulu Regency government under Rezita's leadership involved many parties. One that has a big influence is the legislative body of the Regional People's Representative Council (DPRD) of Indragiri Hulu Regency. In building relationships and communication with this agency, Rezita looks at more than just a work partner. Where this service is one unit that cannot be separated but has different duties and functions in carrying out its duties.

Differences of opinion, conveying criticism, and even rejecting programs when programs are not implemented properly. This was well received by Rezita as an input for the future. Because in principle the legislative body and the executive body, in this case, the government, have the same goal, namely, how to pave the way for a prosperous society. And things like that are considered positive learning to build a better program. Apart from that, Rezita assumes that the stronger the bond (differences of opinion, ideas, criticism) between two sides, the stronger the relationship between the two will be.

Based on this, the author analyzes that at this moment the communication style used by Rezita in accommodating thoughts, ideas, and input from every member within this organization includes the communication style of giving up rights and giving orders (The Relinquishing Style). This communication style focuses on how the leader absorbs the aspirations of his staff so that the leader simultaneously receives feedback from the instructions and commands conveyed by the leader to his subordinates. Simultaneously, the leader also provides direction to his subordinates, so that these two things happen simultaneously, both when absorbing aspirations and when giving direction.

3.2. Rezita Meylani Yopi's Non-Verbal Communication in the Government Environment

Nonverbal communication is communication that uses nonverbal messages such as symbols, signs, and images in the communication process (Harapan & Ahmad, 2014). Nonverbal communication is also defined as changes in voice tone, voice color, and accent (Wood, 2013). According to Birdwhistell (as cited in Wood, 2013), the authors estimate that nonverbal behavior influences 65% to 93% of the meaning of a communication. How strong non-verbal communication is in influencing the communication process that occurs.

Seeing the non-verbal communication built by Rezita in her leadership as Regent of Indragiri Hulu cannot be separated from the motherly spirit that she has. Based on research conducted by Ulandari et al. (2022) and Pratiwi et al., (2020), the term motherhood is the communication of a female leader who prioritizes a sympathetic attitude, is a good listener, and is easy to communicate with. Looking at internal government communication, he prioritizes an emotional approach where he cares and pays attention to the development of the performance and abilities of each employee. He also builds encouragement in the form of motivation through the non-verbal communication he carries out. His expertise in presenting an open attitude in interactions deserves to be appreciated as a regional leader. This can be seen from the smile that always adorns his interactions in government circles.

This smile became an attraction for him lightening the atmosphere when he wanted to communicate with anyone in the government environment. When communication and initial approaches start sweetly, it will result in a harmonious relationship between them. So that individuals who run the program can be motivated to carry out this work program optimally. Apart from that, her gentleness in choosing words when there are things that should be corrected or improved cannot be separated from her feminism.

Eye contact or eye contact is a special attraction when communicating with anyone. Rezita, in her daily life, the writer sees that she pays attention to her eyes

when speaking, both to the public and in government circles. This eye gaze shows attention to the person you are talking to. Besides that, by doing this, Rezita indirectly respects whoever she is talking to.

When delivering speeches or official meetings within the government, he was able to express it clearly and easily to understand. A more stable speed in speaking with playing intonation in delivery indirectly has a big impact on the listener to focus on listening. He is also able to convey clear voice articulation so that listeners can easily receive and understand the information and messages he conveys.

The clothes he wore also did not escape the writer's analysis. As a leader, Rezita presents simplicity in dressing, far from being excessive but still looking at beauty. Makeup that is not old-fashioned or traditional but can present a natural aesthetic. He displays simplicity but specialness by not using any flashy jewelry or accessories.

Based on this analysis, the author interprets that Rezita uses non-verbal communication in building communication within the government environment. This non-verbal communication indirectly adds strength to the sensitivity of the interactions that occur between Rezita as the leader and her communicants. This is included in the equality communication style (The Equalitarian Style) where this communication style uses non-verbal communication sensitivity in building a communication climate within the organization.

3.3. Rezita Meylani Yopi's Verbal Communication in the Community Environment

The people in Indragiri Hulu have a high level of progress, this can be seen from the various tribes and ethnicities who live there. Apart from that, the Talang Mamak community as an indigenous tribe in the area also still exists and is present amidst this diversity. This diversity is not an obstacle for society to unite, this difference becomes the color of the social community there. The attitude of tolerance and mutual respect between people that already exists and is fostered by a spirit of togetherness makes this area a place that is far from conflict.

Women who are selected to be regional heads must have at least 3 characteristics as leaders that must be possessed, including 1. Social perception, skill in viewing and understanding the attitudes and expectations of members of their group, 2. Thinking ability, namely having high intelligence to think outside the box. individuals in general, 3. Emotional balance, namely deep awareness of needs, desires, and ideals and integrating them all into a harmonious personality, in an interactive journal (Wulandari et al., 2022).

In response to this, Rezita can become a leader who is present not only when needed but is always there at all times. This sentence describes how Rezita builds relationships not only as a leader but is present like a mother who has full attention to her family. This attention is demonstrated through programs that are appropriate and needed by the community. In line with the results of research conducted by Tuti and El Adawiyah (2020) which explains the leadership of Tri Rismaharini, who previously served as Mayor of Surabaya. Risma is a leader who cares not solely for her interests but for the interests of the community. Indirectly, the meaning of leader has shifted in meaning, previously a leader was close to being served but now serves and this is what Rezita does.

This is in line with research conducted by Affandi et al, regarding the communication style of women's leadership carried out by the Regent of Karawang. Leaders have a role in establishing good communication and relationships with all stakeholders both internal and external to the organization. This is one of the keys to success in achieving the vision and mission of the Karawang Regency government (Affandi et al., 2022). As a regional head, you have a role in communicating what the government's goals are in its vision and mission. This goal is none other than a

representation of how the institution can accommodate the hopes, needs, and ideals of the community itself.

Rezita's feminist spirit is not only present in government circles but also in society. He was born, raised, and lived in a rural community in the Japura District, Indragiri Hulu Regency. He understands the realities that occur in society, starting from economic problems, education, and health to various problems that often occur in society. What makes it different today is how to handle and find ways to solve these problems.

Various complex social problems in society do not make Rezita lose the situation. From these various social problems, he quickly divided the priority scale starting from urgent matters to those that could still be postponed. This is based on the needs and interests of the community to create a prosperous Indragiri Hulu community. Listening, observing, analyzing, and taking steps quickly and precisely are the stages carried out by Rezita in absorbing aspirations from the community.

Before dealing directly with the community, Rezita pays great attention to cooperation between agencies working hand in hand in addressing social problems in the community. For this reason, Rezita first builds strong relationships within the government so that when dealing with the public it can reflect a solid government. Therefore, Rezita as a leader cannot carry out these programs alone. He needs people who are capable of running it. Specifically, in the Village Rhythm program, he involved various related agencies to see directly the existing social phenomena and find solutions together.

The front guard in voicing government programs, regulations, and policies and helping the community is the village government apparatus. This vital role cannot be underestimated and is one of the keys to the success of conveying the message. In dealing with this, Rezita, through the Village Irama program, saw firsthand the readiness and condition of the village government apparatus in the places she visited.

One of the roles of a leader is to remind the duties and functions of each party who plays a role in the organization. Rezita, on the occasion of her visit to the Irama Desa program, always conveyed how all those tasked with serving the community should be based on sincerity in their work. Because when work is started with sincere intentions, everything will run smoothly. On the other hand, it is necessary to know which responsibilities and rights are received. Responsibility in carrying out the duties and functions of the work entrusted as well as the rights received for these activities.

Based on this, the author analyzes the communication style used by Rezita into the structural communication style (The Structuring Style). This communication style explains how leaders have duties and authority in providing direction and orders to all employees and staff. Leaders have a role in conveying and reminding their subordinates about their duties and responsibilities within the organization.

Through the Irama Desa program (Mrs. Rezita Greeting the Village) she picked up these aspirations. Old habits and thought patterns assume that leaders are people who receive complaints from society. They can convey the complaints, joys, and hopes of the community regarding the problems they are facing, be it population administration, social, economic, educational, or health insurance issues related to the interests of the community. He accepted all of this with open arms. This pattern was changed by Rezita through her communication with the community by welcoming these aspirations through the Village Irama program. In research conducted by Fitriana and Cenni (2021), on the other hand, female leaders tend to talk more in interpersonal conversations by disclosing information. They will receive input on what has been said, by members and those they lead.

3.4. Rezita Meylani Yopi's Non-Verbal Communication in the Community Environment

His interactions with the public do not only use verbal communication but also use non-verbal communication in various ways, one of which is starting communication by starting with a smile. He always begins interactions with the community with a warm smile followed by an outstretched hand indicating he wants to shake hands with the community. Indirectly, this opens up communication with the community. Seeing this, people easily accepted and opened up to him in starting communication.

Being around people, Rezita's appearance style is also far from glamorous or excessive. Rezita also brings simplicity to the community. By dressing simply but not excessively, Rezita creates the impression of opening herself up to the public to interact and communicate with her. He tried to eliminate boundaries and distance between society and him as a leader. This limitation can be interpreted as the leader existing because of the people, therefore, the leader becomes the source for the community in conveying its voice.

As a form of interest in communicating with the public, Rezita always makes eye contact. This is an attraction for people to feel comfortable and appreciated when they interact with Rezita. At certain times, Rezita also provides customized eye contact to the person she is talking to. Just like when communicating with children, he did not hesitate to bow and greet the children while looking into their eyes and stroking the child's head. This gives the impression of the affection and warmth of a woman shown by Rezita as regional head.

Every word he conveys on the occasion of a speech or when delivering a speech, he pays attention to intonation and combines it with body movements (gestures). Such as showing an expression of enthusiasm when delivering a speech in front of the community on the Village Rhythm program. At that time he attended the inauguration of a multi-purpose building in one of the villages in Batang Peranap District.

He said, "With this multi-purpose building, it is hoped that the local community will enliven it with various positive activities. Whether it is sports community social activities or things that can support other community activities. Are you enthusiastic about bringing activities to life in this multi-purpose building? simultaneously the community together said words of encouragement," (Rezita, Speech Excerpt, 10 August 2023). While clenching his fists and having a radiant face, he expressed this enthusiastic expression in his body movements.

During the group photo activity, some things needed to be corrected in the layout of the group photo sequence, he prioritized choosing good words in providing corrections. "What if you look forward to taking photos together, starting with the smaller ones near your mother and then continuing with the larger ones around her?" The choice of words and intonation in conveying it gives warmth to anyone who listens.

Apart from that, Rezita also paid attention to his choice of words in his speech. For example, when he was in a government environment to show good cooperation between agencies, he chose to use the word "collaboration". Things are different when using the community environment, in showing the meaning of cooperation, he uses the choice of word "gotong royong".

In research by Saksono (2020), collaboration is a relationship that is mutually strong and very interdependent, in this condition, it is realized that achieving good results requires changes in the way of thinking, behaving, and operating. This means that every existing element must work hand in hand in achieving the goals of the organization. So that each part of the organization has its responsibility and contribution.

3.5. Rezita Meylani Yopi's Communication Style in Carrying Out Duties as Regent of Indragiri Hulu

In analyzing Rezita's communication style in carrying out her duties as Regent of Indragiri Hulu, the author describes it as verbal and non-verbal communication both in government and in society. This is a basis for the author to categorize the communication style of leadership that Rezita uses. People have their own opinions when it comes to seeing leaders. According to Kartono (2018) The leader has skills and advantages so that he is able to mobilize and influence his group to carry out all kinds of activities so that the goal can be achieved. Many factors influence people's opinions, one of which is the leader's communication style. Thoha (2012) believes that a person's communication style is the norms of behavior used by a person when that person tries to influence the behavior of other people as seen. So that the perceptions between the two parties are in harmony with each other and indirectly similar meanings will be created therein. It can be concluded that one of the roles and abilities that a leader must have is to be able to influence and provide stimulus to subordinates or people who are their public.

Based on the findings that the author obtained in the field, Rezita became a leader at a relatively young age. The general public views that a regional leader has maturity in age which is directly proportional to the experience he has. This mindset was broken by the presence of Rezita, who was appointed in 2021 and became a phenomenal regional head by receiving an award from the Indonesian Museum of World Records (MURI) as the youngest female regional head to become Regent at the age of 27. His experience of joining the bureaucratic world for the first time adds to the reasons why some parties are increasingly questioning his capacity. Apart from that, there are still people and certain parties who doubt the capacity of women to lead.

Rezita accepted this response as a challenge and at the same time an opportunity to prove it. Optimism about her abilities and self-confidence that women are not an obstacle to leading an organization encourages her to continue to prove it to society. Of course, this requires time and a process to make it happen, so he started by first building relationships with the internal and external public in the Indragiri Hulu Regency government.

The special uniqueness that Rezita has and is what attracts her to building relationships is the maternal or feminist touch that she brings. In their research, Yulianti et al. (2018) stated that feminism has explained a lot about the role of feminine morality which originates from the concrete experiences experienced by women. The concrete experience experienced by women that differentiates women from men is the experience as a mother, starting from conceiving, giving birth, breastfeeding, and caring for children. Women have a special aura in building relationships, especially through emotional closeness. This touch is combined with the spirit of feminism in her interactions through the communication she builds. So that it gives its color to the environment around him. Rezita's feminist character influences the verbal and non-verbal communication that she presents both in society and in government. This indirectly shapes the communication style that he presents in his leadership.

Not only in interactions, she indirectly carries this feminist trait in various ways, whether carrying out work activities during coordination meetings, managing bureaucracy in government, or when she is directly in the midst of society. Being a leader requires being able to be in all kinds of situations and social conditions that exist. This is also Rezita's advantage in adapting herself to being able to blend in and be accepted both within the government and in society.

In communicating, a leader has his own style of interacting with his public. According to Haikal et al. (2022), communication style is a set of interpersonal

behaviors that are specialized and used in a particular situation. Each communication style consists of a set of communication behaviors that are used to obtain certain responses in certain situations. According to Tubbs and Moss (as cited in Ruliana, 2018) there are six communication styles in organizations, including the controlling style, the equalitarian style, the structuring style, the dynamic style, the relinquishing style, and the withdrawal style.

Leaders who have the characteristic of providing a consistent atmosphere to control and provide limits to their employees when they behave include a supervisory leadership style known as the controlling style. The presence of a leader who brings an atmosphere of openness and transparency in the interactions that occur within the organization is included in the equal leadership style or known as the equalitarian style. This communication style prioritizes a two-way communication attitude and provides equal opportunities for individuals within the organization to be creative and develop themselves.

Leaders build a dynamic communication atmosphere that is constantly moving and tends to be aggressive, including a dynamic communication style, known as the dynamic style. This communication style tends to prioritize fast action and is usually often used in the world of marketing. The structuring style or structural communication style is where leaders interact using organized communication to ensure correctness in carrying out instructions, tasks, and activities within the organization.

In contrast to the equality communication style, the releasing communication style or the relinquishing style prioritizes the process of receiving suggestions and inputting ideas and thoughts but at the same time provides the leader with the opportunity to control and supervise other people consistently. Finally, there is the withdrawal communication style, this communication style tends to lead to leaders who are not involved in any problems that occur.

Based on the phenomenon that the author has discussed above. The author sees three communication styles used by Rezita in leadership, including the equality communication style (The Equalitarian Style), the structural communication style (The Structuring Style), and the communication style of relinquishing the right to give orders (The Relinquishing Style). Of the three communication styles, the most dominant one used by Rezita Meylani Yopi in carrying out her duties as Regent of Indragiri Hulu for 2021-2024 is the Equalitarian Communication Style. This communication style is a flow that prioritizes aspects of equality in communication. The communication process that occurs in disseminating information or ideas in an equalitarian style occurs in two directions. Both from Rezita to subordinates or the community and vice versa.

The Equalitarian Communication Style that Rezita uses can be seen in communicating with everyone with simplicity and ease of understanding, in this case, Rezita shows equality and equality in her conversations. This is characterized by the delivery of two-way messages to people or all staff when conveying a direction, idea, or evaluation of a job. Likewise, in the communication built by Rezita in her leadership as Regent, she prioritizes the aspirations, thoughts, and ideas of her subordinates in viewing a problem. Here Rezita provides space for employees to express their opinions.

This type of communication is far from intimidating or putting pressure on the person you are talking to. Communication tends to be more relaxed but still focuses on the context of what is being discussed. The emotional closeness built by Rezita illustrates how gentle communication goes and pays attention to friendliness in communication. Leaders tend to provide a work atmosphere that is conducive and acceptable to members of the organization. In establishing this communication, Rezita wraps it with the feminist spirit that she has so that the relationship that is

built becomes more intimate and this has an impact on the process of achieving a common meaning for a message that can be conveyed more quickly.

Research by Suherry et al. (2020) reveals that friendliness and politeness are values that have been passed down from generation to generation in Indonesian culture. This also influences the services provided in service organizations carried out by the government. The results of this research concluded that the behavior of service providers at the Bintan Regency Regional Revenue Agency was polite and friendly, this is in line with the answers given by the correspondent in data collection.

In line with research on the communication styles of women leaders in the West Sumatra provincial government (Lestari et al., 2020). In carrying out the main tasks in the government structure, the female leader will give instructions in the form of her representation in resolving a problem in the form of a letter or disposition. It is not uncommon that when there is an urgent problem, the leader immediately calls officials/staff directly to have a dialogue and exchange ideas so that the problem can be resolved. Based on the results of this research, show that an equalitarian communication style is used in the leadership of women in government services or agencies in West Sumatra Province.

The ability to adapt to the Equalitarian communication style also focuses on the leader's accuracy in positioning himself in the situations and conditions in which he is interacting. Whether it is in the government environment or the community environment, whether in formal or informal events, Rezita freely adapts and blends into the environment. When he was in a government environment at a formal event, he was able to position himself like the leader of a head of government but still prioritized gentleness in. Likewise, when he was in society, he casually chatted and laughed with the people.

In connection, the results of the research conducted explain that as a village head seeking information regarding sugar palm cultivation carried out by the village government, the village head is required to be able to convey information and adapt to the community environment. Apart from that, society must be able to learn and adapt well so that the knowledge transferred can be used by society (Yusri & Adlin, 2019).

In explaining the overall communication style of Rezita Meylani Yopi in carrying out her duties as Regent of Indraragiri Hulu. The author presents a model that can provide a more comprehensive picture of the communication style he presents. For this reason, the author presents it as follows:
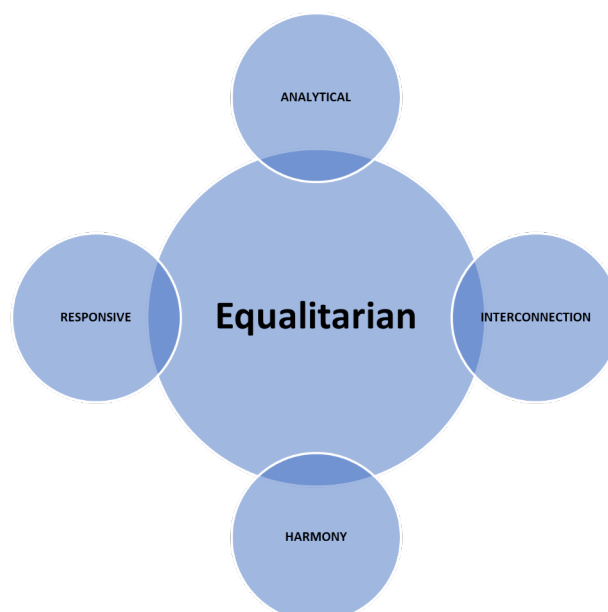

Figure 1. Communication Style Model of Rezita Meylani Yopi as Regent of Indragiri Hulu

Based on the author's analysis, Rezita's equality or equalitarian communication style provides an inseparable relationship from every element in Rezita Meylani Yopi's communication style model in carrying out her duties as Regent of Indragiri Hulu. This starts from the responsive stage, at this stage Rezita can see the conditions and realities that occur in society and within the government. In the government environment, he is a leader who involves subordinates or employees in planning work programs. Rezita sees employees as organizational assets in advancing and developing the organization even better in the future. Apart from that, he also involves work equipment in program evaluation activities where ideas, ideas, and opinions from subordinates become important points in improving or improving programs in the future.

Besides that. He also responded and responded to this situation by distributing appropriate programs that were what the community needed. The community was free to convey their concerns, share their situation, and explain their hopes and aspirations for the future to Rezita through the Irama Desa program. This reflects Rezita's leadership which has a good level of sensitivity to the social, economic, and cultural environment in Indragiri Hulu Regency.

Analytical shows Rezita's ability to reduce information obtained in the field both in the form of criticism and thoughts and ideas. Understand the reality that exists in the community environment, both in terms of social, economic, health, education, and other things. Then he analyzed this social phenomenon carefully. And encourage workers in their environment to innovate in responding to this challenge. Rezita provides space for employees to be creative in developing the employees' potential. In line with what was conveyed by Rifa'i and Nugroho (2021) explaining that motivation and encouragement according to Ngalim Purwanto are efforts used to influence someone's behavior so that they can be moved with their heart to act in achieving the desired results or goals.

Carrying out a program or policy requires cooperation from various existing elements. Therefore, Rezita builds good relationships by providing equal treatment and recognition by looking at the performance and capacity of the employees themselves. In line with the results of research that explains that a leader is required to have a big influence on the level of performance of bureaucrats. A leader is a role model for his subordinates and the people he leads (Pramelani & Widyastuti, 2021).

One of the goals of an organization is to carry out every institutional vision and mission. According to Pitasari (2015), cooperation and cohesiveness within an organization need to be built in responding to challenges related to achieving the vision and mission of an organization. Apart from that, the leader's active role in communication and interaction with the internal organization, sensitivity regarding the vision and mission, the ability to know employee expectations, and the ability to change employee attitudes and work behavior. Apart from that, what is no less important and is also taken into account by the leader is that creating a harmonious life within it is also given greater priority so that the balance between the rights and obligations of each member can be fulfilled.

In line with research conducted by Solihat (2015), he explained that a work climate is built with transparent communication, organizational members will receive complete information in carrying out their work and feel appreciated, which will affect increasing member productivity and resulting in harmonization of performance within the organization. Therefore, Rezita's leadership always advocates building good relationships through communication not only within the organization but also across organizations. Responsibility is not only centered on the leader but every work device also carries this responsibility. With a harmonious atmosphere, there will be no more workload but sincerity in carrying out responsibilities will come naturally.

4. Conclusion

Communication is one of the means used by leaders to build relationships with subordinates and the public. Each leader has a communication style that is characteristic and unique to them in leading. Rezita Meylani Yopi, in her leadership, provides a new nuance in communicating both within government and in society. The closeness that he builds is more focused on building emotional relationships so that the communicants feel closer and the bonds that are built become more solid.

Apart from that, Rezita's maternal/feminist character is a strength in itself in building a positive communication climate both within government and society. How open she is, her warm smile and the simplicity that Rezita presents in every outfit and gesture give the impression of Rezita's acceptance as Regent. Without realizing it, this gave an impression of the communication style developed by Rezita as a leader.

In analyzing the communication style of Rezita's leadership as Regent of Indragiri Hulu, the author looks at the verbal and non-verbal communication that he presents in interactions. In these findings, the communication built by Rezita is two-way communication, communication that does not only focus on the communicator (Rezita) but also contributes to the communicant in providing ideas and opinions. Rezita sees that as good communicators, employees in government are not just workers but assets of a large organization who have potential and abilities that can continue to be improved in achieving the vision and mission of the organization. On the other hand, as a leader, he sees society as the ultimate goal in bringing prosperity and building harmony in good relations between the government and society itself. Based on data that the author obtained in the field, supported by scientific data analysis and processing, the author concludes that the communication style used by Rezita in carrying out her duties as Regent of Indragiri Hulu is equalitarian.

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