

THE FEMALE JOURNALIST LEADERSHIP AND GENDER MAINSTREAMING IN JAMBERITA.COM MEDIA IN JAMBI

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Abstract

The background of this research was the social fact about the female journalist as company leader as well as chief editor in Jamberita.com media. The majority of chief editors of local media were dominated by male. The purpose of this study was to find out the forms of gender mainstreaming in Jamberita.com media because of the emergence of gender mainstreaming concept among its journalists and to examine the role of female leader in journalism of Jamberita.com media. This study used qualitative method by conducting observation for 10 days in July 2021 and interviewing three informants who were the chief editor and the journalists of Jamberita.com media. The results of this study found the forms of gender mainstreaming in Jamberita.com media through the same assignments and responsibilities. The women got the same opportunities in producing news according to their respective posts. The concept of gender mainstreaming in Jamberita.com media emerged as a strategy to achieve justice in the world of journalism. The female leader in Jamberita.com media in Jambi has been able to carry out her responsibilities by taking an active role in organizational activities and being able to provide work motivation to staff members well so that some fundamental things affected her position as the chief editor of Jamberita.com media, in terms of social values, social status, communication, education, and work experience. This study has implications for the important role of women in the world of journalism and opens up the chances for other researches that connect gender and journalism.

Keywords: Gender Mainstreaming, Leadership, Journalism.

Abstrak

Penelitian ini dilatarbelakangi oleh fakta sosial jurnalis perempuan sebagai pemimpin perusahaan sekaligus pemimpin redaksi di media Jamberita.com. Pemimpin redaksi media lokal mayoritas didominasi laki-laki. Tujuan penelitian mengetahui bentuk-bentuk pengarusutamaan gender di Jamberita.com, sebab munculnya konsep pengarusutamaan gender di kalangan jurnalisnya dan meneliti peran pemimpin perempuan dalam ruang jurnalistik Media Jamberita.com. Penelitian ini menggunakan pendekatan kualitatif, observasi dilakukan selama 10 hari pada bulan Juli 2021 dan wawancara dengan tiga orang informan yang merupakan pemimpin redaksi dan wartawan media Jamberita.com. Hasil penelitian ini menemukan bentuk-bentuk pengarusutamaan gender di Jamberita.com melalui pemberian tugas dan tanggungjawab yang sama, perempuan mendapat kesempatan yang sama dalam memproduksi berita sesuai dengan posnya masing-masing. Adapun konsep pengarusutamaan gender di Jamberita.com muncul sebagai strategi untuk mencapai keadilan dalam dunia kerja jurnalistik. Sementara pemimpin perempuan di Media

Jamberita.com kota Jambi telah mampu menjalankan tanggungjawabnya dengan berperan aktif dalam kegiatan organisasi, mampu memberikan motivasi kerja kepada bawahan dengan baik, sehingga beberapa hal fundamental mempengaruhi posisinya sebagai ketua redaksi media Jamberita.com, dari segi nilai-nilai sosial, status sosial, komunikasi, pendidikan, dan pengalaman kerja. Penelitian ini berimplikasi kepada peran penting perempuan dalam dunia jurnalistik dan akan membuka ruang bagi penelitian lain yang menghubungkan gender dan jurnalisisme.

Kata kunci: Pengarusutamaan Gender, Kepemimpinan, Jurnalisisme.

Introduction

Gender mainstreaming (*Pengarusutamaan gender/PUG*) is a strategy and concept of women resource development, and the implementation of equality and justice principles which must be the basis of every development policy in order to achieve empowerment. Through a wise and systematic strategy, it is expected to achieve the gender equality and justice in all aspects of human life.

Mansour Fakih¹ has seen the gender approach brings an agenda of empowerment and justice, not just a methodological or theoretical approach. Meanwhile, Widjajanti M. Santoso² considered PUG is a process of integrating between programs and activities with concepts, principles and gender equality issues in the forms of government programs, policies, development activities, planning and budgeting. The role of society as a whole strongly influences the success of this development and also helps the government to increase women's participation in leadership. Although many women experience similar struggles, the aim of struggles is to achieve the equality of action and role of women in society.

All this time, men and women have the same rights in all over the world that

change the old paradigm. Irina Bokova³, the Director General of UNESCO, believed that when men and women enjoy equal rights and opportunities in life, the realization of sustainable development, human rights and peace can happen. Therefore, in terms of gender equality, women and men can freely obtain high quality education, equal work and equal income. Literally, gender equality cannot be separated from the background determined by the status and role of women and men in social life.

In general, the society still does not understand that gender is a cultural base or a construction of personal roles, functions, and social responsibilities. Gender equality in Islam includes social activities, nation, tribe, descent, etc. The difference is in the high or low devotion and adherence of humans to Allah SWT. This statement can be understood through the words of Allah Swt. in the surah Al-Hujurat[49]: 13 which is translated as the following:

*“O mankind, indeed We have created you from male and female and made you peoples and tribes that you may know one another. Indeed, the most noble of you in the sight of Allah is the most righteous of you. Indeed, Allah is Knowing and Acquainted”.*⁴

¹ Mansour Fakih, *Analisis Gender Dan Transformasi Sosial* (Yogyakarta: Pustaka Pelajar, 2010).

² Widjajanti M Santoso, *Sosiologi Feminisme, Konstruksi Perempuan Dalam Industri Media* (Yogyakarta: LKiS, 2011).

³ Irina Bokova, 'Message of the UNESCO, on the Occasion of the International Women's Day 8 March 2011' (UNESCO, 2011).

⁴ Tim Penyusun Kementerian Agama, *Al-Qur'an Dan Terjemahan* (Jakarta: Madina Raihan Makmur, 2010).

Gender is a characteristic inherent in men and women and is constructed through long-term social and cultural processes. Therefore, gender is a socio-cultural structure which is essentially a cultural interpretation of gender differences. The absolute gender difference between men and women is sacred and cannot be interfered with, i.e. women have the physiological potential to become pregnant and give birth, while men cannot have certain conditions as women.⁵

The household work done entirely by women is the reason why women are left behind by men. Women's role is limited to household work and public space. In this world, all women face various kinds of discrimination in education, business, politics, and religion.⁶ In the beginning, the world of journalism or mass media was seen as a big risk for women so that women were not encouraged to do this work.

Women who have potential as reporters and photographers are very interested in the press sector so that it causes argument. Therefore, the position of women in the press sector needs to be considered even though the risk and responsibility of this position is very high. However, the social reality shows that gender differences have created various kinds of injustice, both for men and women. Gender inequality causes women to carry out longer and heavier workloads, especially for women who go to work. It is because women not only do household work which is

considered as women's social responsibility, but also have achievements in the workplace.

Not many researchers notice the participation of women in the mass media, especially in Jambi. This study used qualitative method by conducting observation for 10 days in July 2021 and interviewing 3 informants. The informants were selected by using purposive sampling method based on the recommendation of chief editor. This article aimed to examine female leadership and gender mainstreaming efforts in Jamberita.com media

Results and Discussion

A. Women and the Media

A lot of literature describes the reality of women as a result of social construction that is deliberately built for a certain benefit when they become the object of media.⁷ Gender bias in the media can be seen when the media displays a marginalized and subordinate female figure, such as product image for the potential of economic benefits or raising popularity. The highlighting of female body parts for product advertising or other promotion purposes has ruled out the other side of women which can make women be equal to men, such as in terms of intelligence, skills, professionalism, and physical strength. Such social construction in many cases turns into social norm that must be obeyed by all elements of a community.

Nevertheless, the role of women becomes primary in the matriarchal community. Social construction can shift due to the promotion of media about the role of women which are restricted in the aesthetic and cosmetic worlds, not intelligence or workforce as described above. Even worse, some media also objectify the practice of sexual violence against women vulgarly. As

⁵ Khusnul Khotimah, 'Diskriminasi Gender Terhadap Perempuan dalam Sektor Pekerjaan', *Yinyang: Jurnal Studi Islam Gender Dan Anak*, Vol. 04.No. 1 (2009), 158–80 <<https://ejournal.uinsaizu.ac.id/index.php/yinyang/article/view/226>>.

⁶ Haryati, 'Konstruktivisme Bias Gender Dalam Media Massa', *Penelitian Dan Pengembangan Komunikasi Dan Informatika*, 10.1 (2012), 41–55 <<https://jurnal.kominfo.go.id/index.php/observasi/article/view/76>>.

⁷ Lucy Pujasari Supratman, 'Citra Perempuan Dalam Media', *Jurnal Observasi*, 10.2 (2012), 39–58.

Iwan Awaluddin Yusuf mentioned,⁸ through the objectification of women by the media in various cases of sexual violence, there has been *double victimization*. First, they experience sexual violence. Second, they become the hot news objects that continue to be "sold" by the media. The small number of women in media management and ownership is also one of the factors which causes women to experience media discrimination.⁹

On the other hand, there are also some authors who propose a discourse on the importance of women being active subjects rather than being passive objects.¹⁰ The women being active subjects means the women actively participate in various activities that are their choices and self-images that they have known and contemplated. This concept encourages women as decisive autonomous subjects and they can choose to be independent without bias at certain objectification.

For example, if they choose to be the star of an ad, they know how to decide the storyline, not to give in to the will of the creator of the ad who may seek to do *over exposure* to a certain physical part of women. If they succumb to the storyline of *over exposure*, they become non-autonomous and passive objects.

However, women need the media to improve their images. The media is able to build audience perspective on themselves.¹¹

⁸ Iwan Awaluddin Yusuf, 'Representasi Perempuan Dan Media', in *Diskusi Publik Perempuan Dalam Kacamata Media 30 Mei 2021*.

⁹ Yolanda Stellarosa and Martha Warta Silaban, 'Perempuan, Media Dan Profesi Jurnalis', *Jurnal Ilmu Komunikasi*, 16.3 (2020), 283 <<https://doi.org/10.31315/jik.v16i3.3209>>.

¹⁰ Handoyo Pambudi, 'Representasi Perempuan Dalam Media', in *Seminar Nasional Gender & Budaya Madura III* (Madura, 2019).

¹¹ Robeet Thadi, 'Citra Perempuan dalam Media', *Jurnal Ilmiah Syiar*, Vol. 14.No.01 (2014)

For example, whether the self-image of women is as the only party in a domestic space or can also be in a public space. On the other hand, the media require women to improve their images. Actually, the relationship between women and the media is a symbiotic relationship that is mutually beneficial.

B. Gender Mainstreaming in Jamberita.com Media

The majority of Indonesian people adhere to a very strong patriarchal culture. The same thing also happens in other parts of the world, where men always come first over women. Men occupy a more prominent position because of the values embraced by society and the social construction that has been sustainable. Women have the right to show their abilities not only in domestic chores such as cooking and cleaning the house, but also in public place, such as being a teacher, a nurse, a lecturer and including being a journalist.

Women do have the right to be treated fairly and equally in public places, starting from simple to more complicated things. The point is that there should be no *underestimate* for women in all aspects both verbal and non-verbal as well as both physical and psychological as follows:¹²

1. The position of women in the society is the same as that of men.

It is a condition in which women and men enjoy equal status and have equal condition to fully realize their human rights and potential for development in all aspects of life. In other words, it means that all human beings have equitable access and control over their

<<https://doi.org/http://dx.doi.org/10.29300/syr.v14i1.1423>>.

¹² Dian Puspita Sari, '6 Bentuk Kesetaraan Gender Untuk Kaum Perempuan', <https://www.Trippers.Id/2021-07-23>.

resources and benefits. Therefore, everyone can participate, decide, and obtain benefit from existing development.

2. Getting the opportunities for higher formal education.

Men and women are equal in education and have equal opportunities to obtain education. Nowadays, the reality in the village shows that the women compete for a good education and continue their education to a higher level. They consider education as an important thing. If women have a good education, they can get good job and also use their knowledge to educate their children because later the women will be the mother and the teacher for their children.

3. Not treated rudely.

Gender-based violence includes any harmful behavior that results in physical, sexual, or mental suffering, threat of committing a harmful act, coercion, and other behaviors that restrict someone's freedom. Gender-based violence is caused by gender injustice and abuse of authority due to power inequality from unequal gender construction. The gender of perpetrators and survivors influences the motivation for violence and how the society responds or denounces the violence.

4. No gap in the world of work

Gender equality for men and women in the workplace is a form of gender justice where every worker, male or female, gets equal access, appreciation, and opportunity to get promotion and benefits

5. Getting room for politics

The low representation of women in parliament has little effect on policy issues related to gender equality and has

not been able to respond to the main problems faced by women. Currently, the participation of Indonesian women is still below 30%. The importance of increasing women's participation are to make the political decision-making becoming more accommodating and substantial and to strengthen democracy that always gives ideas related to pro-women and children's legislation in the public space

6. Having the same leadership rights.

Nowadays, the number of women leaders in Indonesia is still very minimal compared to male leaders. Some people even think that the presence of women leaders is a separate problem. However, women basically have the same rights as men, especially in occupying leadership seats. However, in reality there are still many stereotypes assuming that when a woman becomes a leader, she will outperform a man.

Gender mainstreaming is a global strategy used by countries to convince the society that gender issues are being noticed and implemented. This is done to improve the position and role in social life for the realization of gender justice, and to increase women's independence by maintaining the values of unity and integrity.

Justice and equality in the media have been buzzed for a long time. Gender equality education in the media is at least getting more massive after the reform era, even before the collapse of New Order era. The activities called part of "women's emancipation" actually wanted equality of opportunity between men and women. It affirms that men and women have equal rights in all aspects of life.

After the reform era, the will of justice between men and women grew stronger. The word "*wanita*" which is attached to "*Dharma Wanita*" and other government institutions is

considered a camouflage of emancipation experiences a narrowing of the meaning. It is because it is considered too related to New Order era. The word "perempuan", which was formerly considered more abusive, more identical with negative traits, was promoted precisely after the New Order era by non-governmental civil society organizations such as *Kalyana Mitra*, *Solidaritas Perempuan*, *Kapal Perempuan* and others. The word "perempuan" is interpreted to indicate more independence, assertiveness of attitude, and courage to be equal with men in public space. Therefore, even though "Dharma Wanita" still exists, new government agencies such as the Office of Women and Child Empowerment use this word as an adaptation to a changing age.

After the transfer of "wanita" word to "perempuan" word, women's another program to raise their degrees is implementing Gender Mainstreaming program (PUG).¹³ This program is the initiation of the government with the name of Gender Mainstreaming Strategy program through Presidential Decree No. 9 of 2000 concerning Gender Mainstreaming (PUG). This program was then implemented in many places, especially government agencies, with the aim of raising awareness towards State Civil Apparatus (ASN/Aparatur Sipil Negara) about gender awareness. After that, this concept was also applied by various institutions, including the media, where this research was conducted.

The result of interview between the researchers and Siti Masnidar, the head of Jamberita.com Media in Jambi, is as follow:

"The form of gender equality that we do in Jamberita.com media is by instilling the view that all employees must be treated well and not discriminated against because of their gender identity or nature. The purpose

¹³Ni Made Wiasti, 'Mencermati Permasalahan Gender Dan Pengarusutamaan Gender (PUG)', *Journal of Anthropology*, 1.1 (2017), 29–42.

of this view is to treat each employee well in society, politic, workplaces or other areas related to existing policies ". "The results of the researchers' interview with two journalists of Jamberita.com media are as follow:

"In the form of gender equality, everything is same about the task of news coverage. How many pieces of news coverage must be sent everyday is same between women and men. At least, the news coverage they have in one day is 3 pieces based on their respective posts either day or night. Even if there is a situation that does require men to cover it, of course there is special treatment that is adjusted to the situation. It means that all journalists' work is adjusted to the conditions/situation in their respective posts ".

"The form of gender equality that is applied by Kak Aning is not too monotonous compared to its proper form, but here I, as a female journalist, feel there is good treatment. There is no discrimination among the journalists. Such as limiting my mobility to interact in all situations. When I am covering the news and there are obstacles, of course there is special dispensation given. It all depends on each situation. "

Based on the results of interviews and observations conducted by the researchers in Jamberita.com media, the form of gender equality in this media is not only the granting of equal rights between men and women, but also the optimization of roles and functions in the tasks of each employee. Equality like this opens wide opportunities for all employees, both men and women, to be able to work and carry out their respective rights and obligations without discrimination among them in Jamberita.com media.

C. Female Journalist Leadership in Jamberita.com Media

Being a female leader is like rowing a boat with hole in the middle of waves that can crash at any time. Perhaps this proverb is the most appropriate to describe about the position of female workers in the media. The data showed that women who work in the media should be ideal leader in the office and at home while fighting against the stigma around them which is ready to attack.

It is the research findings of Nusantara Media Development Association (PPMN/*Perhimpunan Pengembangan Media Nusantara*) in 2021 in studying the up and down journey of female leadership.¹⁴ PPMN in its research on female leadership in the Media in Indonesia photographed how female leaders of the mass media have not only had to deal with competencies, but also the stigma that might haunt them.

Women are always judged as not capable people because they are judged to have more emotional, irrational, and easily grumble. Such things are often faced by women even though women carry out the same tasks as male journalist in media institutions. They also experience the same workload as men.

A woman not only faces obstacles because she gets promotion but also encounters more obstacles in every level of her career journey. In the study, the researchers of PPMN, Ika Karlina Idris, Rini Sudarmanti, Ratna Ariyanti, and Ika Krismantari wrote that there are two views related to the position of female leaders in the media.

Women journalists are both victims and agents of change. In patriarchal culture, being a female journalist is not easy. They get many obstacles both in the order of society

and organization. However, the experience of such injustice makes them sensitive to the importance of a justice. Thus, despite being hindered by various domestic stigma and expectations, they keep pursuing their careers which ultimately succeed in becoming a leader who is fighting for justice for other women.

Nonetheless, that doesn't mean that it doesn't cost anything. The female leaders in the media succeed in completing tasks in the domestic domain and in the public space. They even can have a brilliant career. This proves that women actually have a strong and competent character.

The incompetent, sensitive, emotional, and easily frustrated stigma that has been attached to female leaders is not true. The female journalists in this study showed that they run leadership agency in family and organizational contexts while proving that they are capable leaders in the fight for women's freedom in organizations and in society.

They initiated gender-based policies, provided more opportunities for women, and educated all members of the organization on the importance of understanding gender equality. Therefore, it is true that women in media organizations still face inequality, but such conditions have empowered them to seek solutions to get out of the circle of marginalization.

The fighting drag of this women's issue makes the position of female journalists weak in bargaining power. The lack of understanding of gender perspectives when talking to male journalists makes it difficult for the female journalists to develop the subject and end up being considered involving feeling. Therefore, they often get the opposite feedback such as doubts from superiors or are considered rebels, or get resistance. There are participants who even label themselves as "not" good negotiators

¹⁴ *Pengembangan Media Nusantara (PPMN) Di Tahun 2021.*

because they are often not confident or appear too masculine so that they can be perceived upside down or considered to be competing with men.

Such conditions may not only be found in the mass media, but also in other professions in which the women often face the risk of subordination. Until today, being a female leader in the media is still difficult because of many challenges.

Some of the most violent obstacles women face stem from prejudice and stereotypes. Explicit bias against women in elite leadership positions has decreased dramatically over the past half-decade. However, there are still strong subtle biases, and perhaps even more destructive that work to weaken the principles of meritocracy and limit women's access to power.¹⁵

An ingrained stereotypical belief states that women are cautious and men take over raises a crafty bias against female leaders.¹⁶ The abundant research shows that people's intuitive ideas of leaders are culturally masculine. According to the theory of role congruity and the lack of a suitable model, bias against female leaders stems from the conflicting expectations between the female gender roles and the role of leaders.¹⁷

The role of journalists involves everything. Female journalists who work at Jamberita.com media have the opportunity to work, write, etc. without the restriction of space. However, Jamberita.com media does not elaborate gender-based activities for women because Jamberita.com media is

general. Anyone is able to join Jamberita.com media by following one of the specified conditions.

Furthermore, one of the reporters of Jamberita.com media, Siti Apriliani Putri, expressed her opinion as below:

"When it comes to positions or leaders, the majority of them are male. But now there are women who play the role as chief editor."¹⁸

Based on the result of the interview above, it can be concluded that the role of female journalists is quite slightly involved in the organization. However, women begin to be active in the management sector, for example the manager of Jamberita.com newspaper is a woman. In management sector, there are more men than women, but this fact does not affect the role of female journalists in management.

Moreover, Muhammad Amin, a reporter for Jamberita.com media, explained the role of journalists in understanding gender equality as follow:

"Female journalists of Jamberita.com media are involved in all activities. Jamberita.com media does not discriminate between men and women. In socialization, the role of women is very useful because it is easier for women to relate to society."¹⁹

Based on the result of the interview above, it can be concluded that the role of female journalists in Jamberita.com media is quite important. The reason is because it is easier for women to be closer to the community in the socialization.

Thus, it can be concluded that gender equality is a condition in which all human beings (men and women) are free to develop their individual capacities and choices without

¹⁵ Crystal L. Hoyt, 'Women, Men, and Leadership: Exploring the Gender Gap at the Top', *Social and Personality Psychology Compass*, 4.7 (2010), 484–98
<<https://doi.org/10.1111/j.1751-9004.2010.00274.x>>.

¹⁶Linda L. Eagly, Alice H ; Carli, *Through the Labyrinth: The Truth about How Women Become Leaders*. (Cambridge: Harvard Business School Press, 2007).

¹⁷Eagly, Alice H ; Carli.

¹⁸ Muhammad Amin, *Wartawan Media Jamberita.Com, Wawancara Di Kota Jambi*, 30 Juli 2021.

¹⁹ Srituti Apriliani Putri, *Wartawan Media Jamberita.Com, Wawancara Di Kota Jambi*, 30 Juli 2021.

being limited by stereotypes or rigid gender roles. This is not to claim that women and men should always be equal, but their rights, responsibilities, and opportunities are not affected by whether they are born as men or women.

Based on the results of the researchers' follow-up interview with the Chief Editor regarding the leadership role in Jamberita.com media, Ms. Siti Asmidar said that:

"The female leader for the media is indeed a matter of time because the news coverage can happen in the morning, day, and night until dawn. Actually in Jamberita.com media, the problem whether the journalist is male or female does not exist. The important thing is they can do their work based on their skills, capacity, and time. Maybe people think that because most of the work of journalists is in the field even until night, women are likely to have difficulty to adapt to it. But, everything can be arranged depending on the person who runs it. It can be set based on our time."²⁰

Then the researchers also conducted interviews with two journalists of Jamberita.com media related to their views on female leadership in Jamberita.com media:

"In terms of leadership, Kak Aning is certainly different from other leaders. Personally, I am very happy in Kak Aning's leadership. Surely, there are good and bad side if women become leaders (they tend to use more feeling). Sometimes there is no different coercion towards men. There are several possibilities that must be forced and it must be pursued such as index coverage and so on that must be

pursued and it also depends on the condition of journalists."²¹

"Since the first time I worked here, Kak Aning's leadership role and pattern are already good. It means there is no different treatment between men and women employees. We can accept the language style used by Kak Aning towards the employees so that it never causes misunderstanding between the leader and employees."²²

Based on the results of interviews and observations conducted by the researchers in Jamberita.com media, the role of female leadership in Jamberita.com media is clear. The employees play an active role in achieving their performance by getting news. Based on the researchers' findings, employees who serve in Jamberita.com media are able to carry out their duties and responsibilities properly, both female and male employees. In the roles of fostering the employees, examining and supervising the work of employees, the female leader has also performed her roles very well. She develops her employees by first maintaining a leadership attitude, becoming a good leader to be the model, being positive and participating in tasks and work so that when the employees are being trained, they will receive it in a good way. In monitoring and supervising the work of employees, female leader always controls and supervises the work of employees during work, and at the same time evaluates and supports the employees' work as well as always creates a good work environment.

²¹ Muhammad Amin, *Wartawan Media Jamberita.Com, Wawancara Oleh Penulis, Masjid Kejati Kota Jambi, 30 Juli 2021.*

²² Srituti Aprliani Putri, *Wartawan Media Jamberita.Com, Wawancara Oleh Penulis, Teras Nenek Kota Jambi, 30 Juli 2021.*

²⁰ Siti Masnidar *Pemimpin Media Jamberita.Com, Wawancara Di Kantor Jamberita.Com Kota Jambi, 15 Juli 2021.*

D. The Influence of Female Leadership in Jamberita.com Media

The manager's role as a leader is the key to implementing strategic change. The leader's role is to set the company's direction, communicate it to employees, and conduct long-term evaluations. A leader adjusts business direction to change competitive circumstances. Meanwhile, work discipline is a tool used by a manager to communicate with employees so that they are ready to change their behavior and in an effort to increase awareness and willingness to obey all workplace regulations, company performance, and applicable social standards.

"It is generally known that discipline is more likely to be used because it is seen as an effective discipline. Human nature is not perfect, so these disciplines are required in various combinations depending on individual circumstances. So, if a business leader wants to apply discipline, the leader must be role model. It is expected that employees will be more disciplined not only because of fear of punishment but also because of a high sense of responsibility and respect to the leader. For example, the leader who is always on time can influence employees' behavior to be more disciplined in managing their arrival time."

Based on the results of interviews and observations conducted by the researchers in Jamberita.com media, it is clear that discipline is a collaborative function of human resource (HR) management. On the other hand, without employees' good discipline, it is difficult for the company leader (manager) to achieve optimal efficiency. Good discipline reflects a leader's level of responsibility for his or her leadership role. Discipline in work will reflect strength because in general a successful leader is someone who has high discipline in work.

From the results of this study, there are positive and negative influences in female leadership:

1. Positive aspects

- a) Women in general are more curious and take care of the family, including children. A female leader can prioritize problems and handle the situations at the workplace with the same devotion as at home.
- b) Female leaders are generally more friendly, empathetic, and communicative. They can build productive relationships between themselves and employees, friends, subordinates, and even senior management. Female leaders have a responsibility to be a good listener and an effective communicator to help solve employee problems with understanding and empathy.
- c) Female leaders understand and admit their employees' competency efforts. They pay attention to smart workers and pay according to their expertise.

2. Negative aspects

There is a discussion about whether women's behaviour at work is affected by hormonal changes. In fact, men and women have similar hormonal challenges, which sometimes affect their appearance in decision-making and their attitudes towards their co-workers and subordinates at work. Both can be tired, frustrated, and stressful. However, women are more likely to let emotional hormones reflect their mood.

Women face huge obstacles in career development, and they may attract other women to compete for the safest position at work.

Conclusion

Gender mainstreaming is an important issue to ensure gender justice and equality, which is to ensure that women and men get equal chances to participate, access, and get benefits in various aspects of life as well as in development policies. This study has found that the forms of gender equality practice in Jamberita.com media are in the forms of providing the same space and providing the same duties and responsibilities to all employees in Jamberita.com media. This media also provides education to the journalists so that there are no gender-biased activities and communications among the employees. Jamberita.com provides equal opportunities in producing news according to their respective posts and getting the same space to get news. Nevertheless, the social situation still needs to be considered. If there is news information that occurs at night, it is prioritized for male journalists and if it occurs in the morning, women must be prioritized to do the coverage to complement each other.

Second, the concept of gender mainstreaming appears in Jamberita.com media as a strategy for gender equality in the world of journalism. The policies and activities are based on the consideration of experiences, aspirations, needs and problems faced by both men and women. The monitoring and evaluation process from the work of coverage, presentation, and publication is used as a reference for task division.

Third, the role of female leadership in Jamberita.com media has played a role by well providing work motivation to the employees, educating gender equality so that the employees can receive her existence well. As a female leader in journalistic business, the terms of social values, social status, communication, education, and work experience become the reference for

journalists and employees. This social fact has implication for the importance of female leader to do her best in order to be considered suitable for the certain position in other institutions which can be the theme of next research.

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