

Rusdy Mastura's Communication Style In Carrying Out Government Activities In Central Sulawesi Province

Ismail Salahuddin¹, Achmad Herman², Ilyas Lampe³

¹Student of the Communication Science Master's Study Program, Postgraduate of Tadulako University

^{2,3}Master of Communication Science Study Program, Postgraduate of Tadulako University

ABSTRACT

This research aims to determine Rusdy Mastura's communication style in carrying out government activities as Governor of Central Sulawesi and his most dominant communication style. The research perspective uses a qualitative design, determining informants is carried out purposively with a total of 4 informants. Data collection through observation, in-depth interviews, and documentation. Data analysis techniques use data collection, data reduction, data presentation, and drawing conclusions. The research results show that Rusdy Mastura's communication style in carrying out government activities in Central Sulawesi Province is based on the six communication style concepts described by Tubbs and Moss which can be seen in Rusdy Mastura's daily behavior as a humble or friendly public official. In carrying out government activities, the dynamic style, the equalitarian style and the withdrawal style of communication are often used. These three communication styles show that Rusdy Mastura is an individual who is not rigid or structured in communicating with society. A person who is friendly and enjoys mingling with people shows that this communication style is in line with low context communication. The most dominant communication style is the dynamic style. This communication style is closely related to Rusdy Mastura's personality, who has a friendly and sympathetic impression towards everyone. Rusdy Mastura is a person who is not very happy with a very bureaucratic atmosphere or conditions, especially if that person is already well known.

Keywords : *communication style, activity, government*

Date of Submission: 14-10-2024

Date of acceptance: 29-10-2024

I. INTRODUCTION

Communicators have their own communication styles in conveying their messages to other people. According to Liliweri (2011: 254), communication style is the essence of communication as the act of sending and receiving messages, also the concept of "style" which refers to the way we communicate. Communication style describes how we behave when we send and receive messages. It is called a personal "communication style" because we most often use a certain style when communicating with other people.

Communication style is a very important element in communicating with other people. It is important for someone to pay attention to their communication style when communicating with the person they are talking to. A person's communication style will vary depending on who they are talking to. For example, with older people, we must pay attention to our communication style so that we use more formal and refined language than when talking with peers.

The characteristics of each person's communication style will be different, both verbal and non-verbal. Each person has different traits, different characters and communication style is a form of difference between individuals. Each person has a unique communication style which means a person must understand the communication style of the person they are talking to so that misunderstandings do not occur.

It can also be said that people's communication styles vary depending on the person's culture and gender. A person's communication style can be carried over from past experiences, upbringing from parents during childhood, or from the person's gender. For example, people from the Batak tribe will have a communication style that tends to be explosive when speaking, even though when they are spoken to, they are not showing their emotions. However, this can happen because of the person's baggage from childhood which has been carried over to the present.

Likewise with the topic discussed by researchers, namely looking at the communication style of our Governor of Central Sulawesi, namely Rusdy Mastura or often called Bung Cudi, which tends to be different from the communication style of governors who previously served. However, as we know, every leader must have their own communication style. Becoming a leader is not as easy as we think. Because to become a leader

you don't just have to have the courage to be a leader, but also includes many factors, including having good capabilities, being intellectual, self-confident, not easily incited by other people's views or opinions, and so on.

Currently, many people are paying close attention and observing various aspects of his communication, starting from his leadership style, majerial, speaking style and clothing style. However, what is interesting to discuss about Bung Cudy is in terms of his communication while running the government as Governor of Central Sulawesi, especially in dealing with negative issues related to his leadership which became a hot topic of discussion in public spaces. This is interesting to discuss because Rusdy Mastura often displays a different communication style from the previous Governor of Central Sulawesi, both regarding the delivery of policies in government and political communication conveyed to the people of Central Sulawesi.

In this research it can be seen that the language used in the news regarding Rusdy Mastura's communication style is language that is not neutral, meaning that the media packages this information based on the perception they have that the communication style used by Bung Cudy can be said to be a problem and can be discussed and can influence image of Bung Cudy as Governor.

II. LITERATURE REVIEW

2. 1. Definition of Communication

Harold Lasswell in Mulyana (2007: 69) says that: communication is the process of exchanging information or messages from communicator to communicant. A good way to explain communication is to answer the following questions: Who Says What In Which Channel To Whom With What Effect? Lasswell's paradigm shows that communication includes five elements as answers to the questions asked, namely: a) Communicator, source, sender; b) Message; c) Channel, media; d) Communicant, communicatee, receiver, recipient; e) Effect, impact, influence.

Regarding the definition put forward by many experts, it can be concluded completely by displaying its essential meaning, namely, communication is the process of conveying a message by someone to another person to inform or change attitudes, opinions or behavior, either directly verbally or indirectly. directly through the help of the media.

2. 2. Types of Communication

Everyone can communicate with each other because humans are not only individual creatures but also social creatures who always have the need to communicate with each other. However, not everyone is skilled at communicating, therefore several ways of conveying information are needed.

Based on the way information is conveyed, it can be divided into verbal and nonverbal communication, while communication based on behavior can be divided into formal communication and informal communication.

a. Verbal and Nonverbal Communication

Hardjana in his book entitled *Interpersonal Communication and Intrapersonal Communication* (2003: 23), argues that: "Verbal communication is communication that uses words, both spoken and written. This communication is most widely used in interactions between humans. Through words they express their feelings, emotions, thoughts, ideas or intentions, convey facts, data and information and explain them, exchange ideas, debate and quarrel with each other." Meanwhile, nonverbal communication is communication where the message is packaged in nonverbal form, without words. Nonverbal communication can take the form of body language, signs, actions or actions, or objects.

b. Formal and Informal Communication

Communication in organizations can be classified into formal and informal. The basis for this classification is style, manners and patterns of information flow in the organization. Formal communication is communication carried out within the scope of official institutions, through command lines, based on institutional structures by actors who communicate as institutional officers with the aim of conveying messages related to official interests that apply to official institutions in general. "The formal communication process occurs when information is sent and then transferred through the hierarchical pattern of organizational authority that has been implemented in the organizational structure" (Hardjana, 2003: 29). Meanwhile, informal communication is communication that occurs in an organization or company that is not specified in the organizational structure and does not receive official testimony and may not affect the interests of the organization or company. For example, between employees there is unlimited and free communication.

In connection with the above, in Indonesian society it is known that the culture of politeness in speaking and trying to maintain one's attitude in socializing is an important aspect in creating high context communication or low context communication. As explained by Angela Gamsriergler (2005) in her article entitled "Differences in high context and low context communication styles across culture influence the way people perceive information" (Arifin, et al, 2013: 86).

High Context Communication or high context communication is a communication pattern where the message is conveyed more indirectly or implicitly, and contains the message to be conveyed from a non-verbal aspect, and gives the impression of not attacking the person you are talking to. This communication style is also considered more poetic and can make the person you are talking to guess or create their own interpretation of the message you want to convey. For example, when conveying criticism using this communication pattern, you will first add praise or appreciation for the positive things that exist, you can even add messages other than hyperbolic criticism.

Meanwhile, Low Context Communication or low context communication is a communication pattern that is more straightforward, direct and tends to be more effective because it is not complicated and can speed up message delivery. It is feared that this low-context communication pattern could lead to problems due to conflict due to bluntness which could offend the interlocutor. This is because low-context communication patterns do not use many messages or additional context to soften criticism in delivery, so it is feared that this communication pattern could become a communication style that is too aggressive for some parties.

2. 3. Communication Style

Communication style is said to be a series of how a person behaves with other people which is specialized for use in a particular area. Style can be understood as the use of words or verbal or non-verbal which can be in the form of body language, vocals, use of space, use of time and distance, according to Widjaja in the book *Communication Science Introduction to Studies Revised Edition (2000: 57)*. Experience has proven that communication style is very important and useful because it will facilitate the communication process and create harmonious relationships.

Tubbs and Moss in Ruliana (2014: 31) explain various communication styles in organizations, including:

a. *The Controlling Style*

This communication style is controlling and characterized by a desire or intention to limit, coerce, or regulate the behavior, thoughts and responses of others. People who use this communication style are known as one-way communication. The controlling style of communication is often used to persuade other people to work and act effectively and in general this form of controlling often has a negative tone, causing other people to respond negatively too.

b. *The Equalitarian Style*

An important aspect of this communication style is the existence of a common ground. The equalitarian style of communication is characterized by the two-way flow of verbal and written verbal messages (two way traffic of communication). In this communication style, communication acts are carried out openly, meaning that every member of the organization can be relaxed and informal. They are people who have a high level of caring attitude and the ability to build good relationships with other people, both in a personal context and in the work environment.

c. *The Structuring Style*

This structured communication style utilizes written and verbal verbal messages to solidify orders that must be carried out. The sender of the message pays more attention to the desire to influence others.

d. *The Dinamic Style*

This dynamic communication style has an aggressive tendency, because the sender or sender understands that the environment is action-oriented. The main goal of this communication style is to stimulate the recipient of the message to do something better. This communication style is quite effective when used to resolve critical issues.

e. *The Relinquishing Style*

This communication style reflects a willingness to accept other people's suggestions, opinions or ideas, rather than a desire to command, even though the sender of the message has the right to give orders and control other people. The purpose of this communication style is that the sender of the message or sender collaborates with other people. This communication style is more effective for people in a group or organization that involves many people.

f. *The Withdrawal Style*

This communication style can be said to divert problems. For example, "I don't want to get involved in this matter," this statement means that he is trying to escape responsibility, but also indicates a desire to avoid communicating with other people.

According to Liliweri (2015: 254), communication style explains how we behave when we send and receive messages. It is called "communication style" because every person definitely has a personal communication style that is different from one another. Each person has a unique communication style, therefore if we know someone's communication style then we can also determine our own awareness so that we can develop interactions and interpersonal relationships in order to achieve effective communication.

According to Raynes in Liliweri (2015: 255), communication style can be seen as a mixture of oral and illustrative communication elements. Individual verbal messages used to communicate are expressed in certain words that characterize the communication style. This includes the tone, volume over all spoken messages. Meanwhile, according to Suranto (2011: 51) communication style is defined as a set of specialized interpersonal behavior used in a particular situation. Each communication style consists of a set of communications that are used to obtain a certain response or response in a certain situation. The suitability of a communication style used depends on the intentions of the sender and the expectations of the receiver.

III. METHODS

This research design uses a qualitative research design. According to Winslow Taylor in Yulianty (2012: 70), qualitative research is a research procedure that produces descriptive data in the form of speech or writing and the behavior of the people being observed. Meanwhile, according to Moleong (2011: 6) qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivations, actions, etc., holistically, and by means of descriptions in the form of words and language, on a special natural context and by utilizing various natural methods. In determining informants, researchers used a purposive sampling technique (Sugiyono, 2018: 22), namely by selecting informants or subjects who were considered to know and understand the problems in this research. There were four informants in this study. The data collection technique was carried out using an in-depth interview method equipped with an interview guide instrument. Meanwhile, data analysis is carried out through the stages of data collection, data reduction, data presentation, conclusions and verification.

IV. DISCUSSION

Each person's communication style is unique and has a certain character. In political communication, the leader's communication style in carrying out government activities is different when it comes to his daily life behavior. Political communicators have an important role in gaining large support and managing policies well. For the people of Central Sulawesi, Rusdy Mastura has a unique communication style. In the research reviewed, Rusdy Mastura's communication styles were only 5, namely the controlling style, the equalitarian style, the dynamic style, the relinquishing style and the withdrawal style. Meanwhile, Rusdy Mastura did not use the structuring style of communication. The description is as follows:

a. The Controlling Style

Communication style is a cognitive process that accumulates the form of content so that it can be assessed at a macro level. Each style can reflect how individuals accept themselves when interacting with other people. Each regional head has a characteristic communication style. This communication style is a controlling communication style, characterized by a desire or intention to limit, coerce and regulate the behavior, thoughts and responses of other people.

Other sources also emphasized that Rusdy Mastura's communication style was very easy to get along with, so it was far from being stiff. This form of style is not in line if it is related to a controlling communication style which tends to limit or control the audience in communicating. This communication style is often exemplified as one-way communication because it is controlling or unwilling to accept suggestions. As a charismatic figure in Central Sulawesi, his behavior or demeanor is easy to get along with and his high sense of social relations with the community, as stated by Ma'mun Amir, who is also the Deputy Governor of Central Sulawesi, jointly runs the government in Central Sulawesi. However, there are also those who sometimes think that Rusdy Mastura is an official figure who is very rigid and even tries to exert control over other people. Even though Rusdy Mastura is a polite, friendly and not vengeful person.

Based on the narratives of all sources, Rusdy Mastura assessed the very friendly and polite figure shown by him. This means that for a controlling communication style, the figure of Rusdy Mastura is considered unsuitable because the communication style that is often used tends to be low context communication. A person who respects all parties and even tends not to discriminate gives Rusdy Mastura his own color in carrying out government activities starting from Mayor of Palu to serving as Governor of Central Sulawesi.

b. The Equalitarian Style

In this style, messages are sent and delivered regularly and systematically to obtain a certain command. The communicator in this style focuses more on commands, influence on other people, and information to the communicant. It is quite unique if we observe Rusdy Mastura communicating with his audience who come from other cultures. Moreover, the way he forms a positive image amidst their differences. There are many communication styles applied by leaders to gain people's sympathy. Various political communication strategies are carried out by every official or political elite to increase a positive image in the minds of the public. Every leader tries to build a positive image by displaying a polite and modest communication style.

Based on the results of the interview with the informant above, conclusions can be drawn regarding the extent of the informant's closeness to Rusdy Mastura, who is a person who is welcoming and cares about his people. Rusdy Mastura communicates and discusses a lot about government, even his personal matters are open to discussion. The equalitarian style will facilitate communication within the organization, because this style is effective in maintaining empathy and work. This is where communication functions as an important bridge in conveying public policy. Through communication, the government can convey the process and results of its performance so that they can be well known by the public so that the government is able to gain public trust. Having public trust will make it easier for the government to not only make a public policy understandable, but also supported and the public can actively participate in making the policy a success.

This type of leadership communication style prioritizes aspects of equality in communication. This type of leadership communication disseminates information or ideas in a two-way flow, both from superiors to subordinates and vice versa. This type of leadership communication is carried out openly, which means that every member of the organization or company has the right to express an opinion. Leaders will provide space for their subordinates to provide opinions regarding organizational or government agency decision making.

c. The Dinamic Style

This communication style has an aggressive tendency, because the sender of the message understands that the work environment is action-oriented. In fact, this communication style is sometimes often used by campaigners or supervisors who bring in salespeople (salesmen or saleswomen). In addition, this communication style involves active and energetic interactions, where both parties influence each other in the conversation.

A dynamic communication style has an aggressive tendency, because the sender or sender understands that the environment is action-oriented. The main aim of this communication style is aggressive communication. This aggressive communication aims to stimulate the recipient of the message to do something better. This communication style is quite effective when used in solving problems.

Rusdy Mastura in running the government gives the impression that the relationship between officials and subordinates must take place in two directions or bottom up. All input from subordinates is carefully observed and communicated in order to create the best solution. Willingness to accept suggestions or opinions is a reflection of a good and trustworthy leader.

This type of leadership communication style aims to stimulate employees to work faster with better results. In a dynamic work atmosphere, this leadership communication style is suitable for solving critical problems. This leadership communication style can work well if the leader and employees have sufficient ability to work and solve critical problems in a dynamic environment.

d. The Relinquishing Style

In this leadership communication style, the leader is willing to accept suggestions or ideas from other people. Leaders are willing to lower their desires in giving orders and managing their subordinates. This type of leadership communication style can be effective if the leader works in an organization or institution that contains people who are experienced, knowledgeable and able to take responsibility for each job.

It can be seen that Rusdy Mastura is a figure who likes to discuss or debate. This doesn't mean looking for justification or political opponents, but he wants a discussion (perhaps like an FGD) regarding his ideas. Rusdy Mastura, in carrying out government activities, still provides space for opinions for other people.

Based on the results of the interviews with the informants above, it can be concluded that Rusdy Mastura has used a communication style that indicates a desire to avoid communicating with other people. The answer given was sometimes, meaning it is uncertain or does not always happen. In some situations or in some circumstances that are contrary to policy or not in accordance with applicable rules, Rusdy Mastura will avoid communicating with other people, in order to maintain the applicable rules.

e. The Withdrawal Style

Withdrawal style indicates a weakening of communication actions, meaning there is no desire on the part of the person using this style to communicate with other people. This is because there are some interpersonal problems or difficulties faced by these people.

Rusdy Mastura's communication style like this is not suitable for use in organizational or government settings. This is because in this communication style, someone no longer wants to be involved in the communication that is taking place. The reason could be because they no longer have a vision and mission that is not in line or other personal reasons. When all communication stops, there is nothing left to discuss in this communication.

In fact, there is no absolute right or wrong in every communication style. Each communication style has its own place, time and context. There are certain situations where a communicator must be assertive,

passive, or aggressive. In serving the community, a government official must be able to read the situation and conditions of the community. The government needs to practice active listening, dig up information, and conclude exactly what the public needs. The government needs service solutions, getting information/answers that can satisfy the entire community. This response is important, especially now that the general public has a platform that can be accessed by the public if dissatisfaction arises with the policies provided by an agency/institution.

f. The Withdrawal Style

Withdrawal style indicates a weakening of communication actions, meaning there is no desire on the part of the person using this style to communicate with other people. This is because there are some interpersonal problems or difficulties faced by these people. This communication style is not suitable for use within organizations or government. This is because in this communication style, someone no longer wants to be involved in the communication that is taking place. The reason could be because they no longer have a vision and mission that is not in line or other personal reasons. When all communication stops, there is nothing left to discuss in this communication.

In fact, there is no absolute right or wrong in every communication style. Each communication style has its own place, time and context. There are certain situations where a communicator must be assertive, passive, or aggressive. In serving the community, a government official must be able to read the situation and conditions of the community. The government needs to practice active listening, dig up information, and conclude exactly what the public needs. The government needs service solutions, getting information/answers that can satisfy the entire community. This response is important, especially now that the general public has a platform that can be accessed by the public if dissatisfaction arises with the policies provided by an agency/institution.

This communication style only appears by weakening the act of communication, meaning that there is no desire from the people who interpret this style to communicate with other people, because there are several interpersonal problems or difficulties faced by these people. . This communication style can be said to divert problems. For example, I don't want to get involved in this matter. This statement means that he is trying to escape responsibility, but it also indicates a desire to avoid communicating with other people.

Communication is an important factor in carrying out administrative processes and interactions between elements in an organization or institution, both internal and external. Without good and correct communication, it is very likely that all processes within the organization/institution will not be able to run optimally and according to what has been planned.

V. CONCLUSION

Based on the results of research conducted by researchers, several things can be concluded, including: first, Rusdy Mastura's communication style in carrying out government activities in Central Sulawesi Province is based on the six communication style concepts outlined by Tubbs and Moss which can be seen in his daily behavior. Rusdy Mastura as a humble or friendly public official. In carrying out government activities, the dynamic style, the equalitarian style and the withdrawal style of communication are often used. These three communication styles show that Rusdy Mastura is an individual who is not rigid or structured in communicating with society. A person who is friendly and enjoys mingling with people shows that this communication style is in line with low context communication. This form of communication pattern is more straightforward, direct and tends to be more effective because it is not complicated and can speed up message delivery. It is feared that this low-context communication pattern could lead to problems due to conflict due to bluntness which could offend the interlocutor. Second, of the six communication styles used by Rusdy Mastura in carrying out government activities in Central Sulawesi Province, the most dominant communication style is the dynamic style. This communication style is closely related to Rusdy Mastura's personality, who has a friendly and sympathetic impression towards everyone. Rusdy Mastura is a person who is not very happy with a very bureaucratic atmosphere or conditions, especially if that person is already well known. This impression is considered by the public to be Rusdy Mastura's selling point in leading. It is not uncommon for academics, politicians and journalists to think that Rusdy Mastura is a figure who can get along with all elements of society without anyone being hurt. Firm and outspoken behavior is a communication style that has become Rusdy Mastura's trademark.

REFERENCE

- [1] Arifin, Ferany, dkk. 2013. "Typical Response in Giving Evaluation: An Analysis of High and Low Context Culture Communication". Bandung: Parole (Jurnal Pendidikan Bahasa dan Sastra Indonesia) Vol. 3 No. 1 April 2013.
- [2] Budyatna, Muhammad. 2015. Teori-Teori Komunikasi Antar Pribadi. Jakarta: Kencana
- [3] Effendy, Onong Uchjana. 2016. Ilmu Komunikasi Teori dan Praktek. Bandung: PT Remaja Rosdakarya.
- [4] Hardjana, Agus M. 2003. Komunikasi Intrapersonal dan Interpersonal. Yogyakarta: Kanisius.
- [5] Liliweri, Alo. 2011. Komunikasi Antar Personal. Jakarta: Prenada Media.

- [6] Moleong, Lexy J. 2018. Metodologi Penelitian Kualitatif. Bandung: Remaja Rosdakarya.
- [7] Mulyana, Deddy. 2007. Ilmu Komunikasi: Suatu Pengantar. Bandung: Remaja Rosdakarya.